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STATE OF NORTH DAKOTA

DIRECTOR OF INSTITUTIONS

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 - June 30, 1989

DIRECTOR OF INSTITUTIONS

600 EAST BOULEVARD AVENUE, 10TH FLOOR
Bismarck, ND 58505-0144
(701) 224-2471

November 30, 1989

THE HONORABLE GEORGE A. SINNER
Governor of North Dakota
Executive Office
600 E. Blvd., 1st Floor
Bismarck, ND 58505

Dear Governor Sinner:

In accordance with Chapter 54-21-09 of the North Dakota Century Code, I have the honor to submit to you the Biennial Report of the Director of Institutions for the period beginning July 1, 1987 and ending June 30, 1989.

Sincerely,

RICHARD L. RAYL
Director of Institutions

/bas

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DIRECTOR OF INSTITUTIONS

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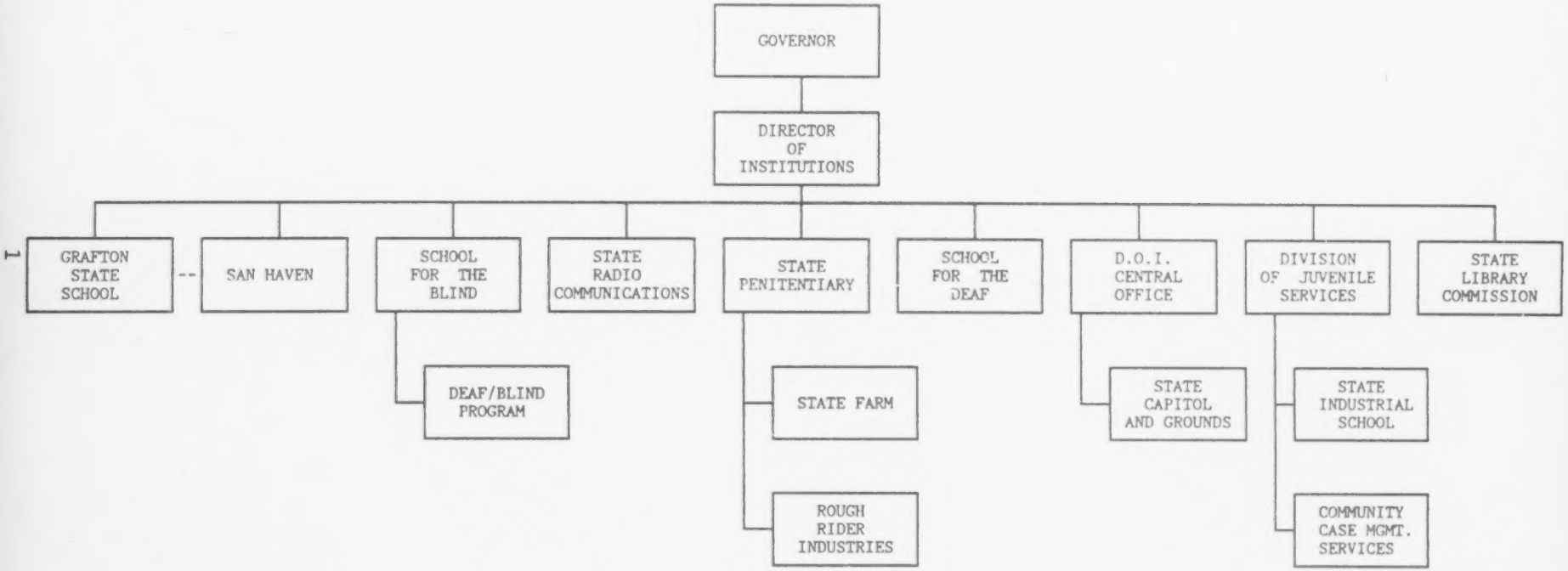
DOI

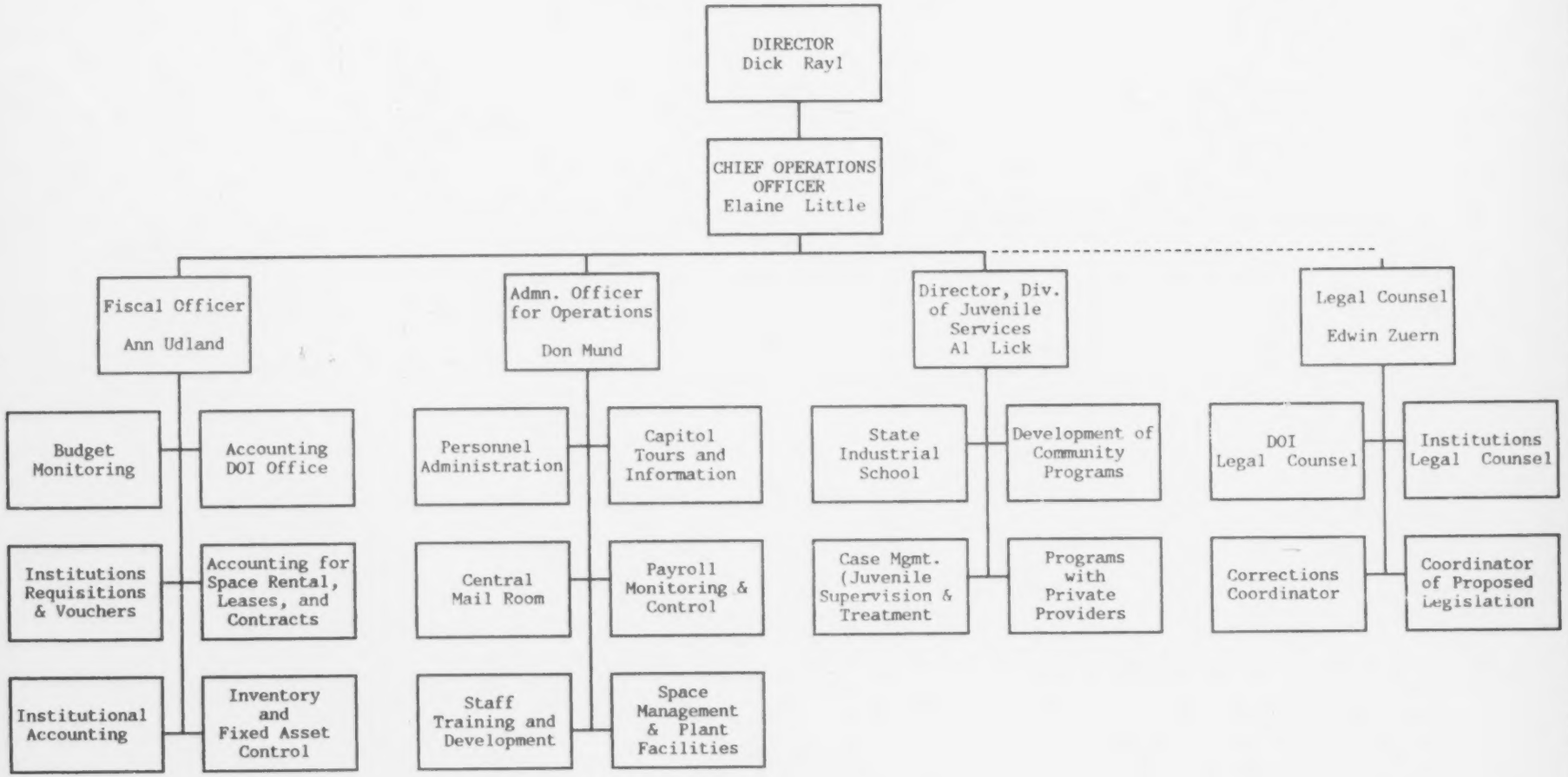
Organizational Chart
1987-89 Biennium
Director of Institutions' Agencies and Institutions



-- = Branch of Grafton State School

DOI

Organizational Chart
1987-89 Biennium
Director of Institutions



(The broken line indicates that the legal counsel is not legislatively under the Director of Institutions)

DIRECTOR OF INSTITUTIONS
BIENNIAL REPORT
JULY 1, 1987 - JUNE 30, 1989

FUNCTION

Statutory Responsibilities

Pursuant to Chapter 54-23 of the North Dakota Century Code, the Director of Institutions (DOI) is directed to manage and control the State Library, State Industrial School, State Penitentiary/Rough Rider Industries, State Radio, School for the Deaf, School for the Blind, and the Grafton State School/San Haven. Under this chapter, the office is also responsible for the upkeep of the Capitol, the grounds, and the Governor's Residence. It is also the responsibility of the Director of Institutions to operate a central mailing bureau, to provide office space, and to meet many of the service needs of all state agencies and departments located on the capitol grounds.

The capitol complex consists of approximately 132 acres of professionally maintained lawns, shelterbelts, and native prairie. The buildings located on the grounds include the main Capitol, Judicial Wing/Office Building (which is connected to the Capitol), Heritage Center, Liberty Memorial Building, Old State Office Building, Highway Building, and the Governor's Residence.

The Director of Institutions, located on the 10th floor of the State Capitol, had an authorized employee count of 78 for the 1987-89 biennium. It has an office staff consisting of the director, chief operations officer, administrative officer for operations, fiscal officer, legal counsel, plant services director, and several clerical personnel. In addition, the Director of Institutions employs approximately 68 staff to maintain the capitol complex and to operate the central mailing bureau.

The Director of Institutions office serves as the management agency for each of the institutions and agencies under its control. The office provides guidance as needed; however, the director or superintendent has the primary responsibility to operate the agency or institution. During the 1987-89 biennium the following appointments were effective:

LOCATION	APPOINTEE	DATE EFFECTIVE
School for the Blind	Charles R. Borchert	July 1987
School for the Deaf	Alan J. Mealka	July 1987
Grafton State School (San Haven Branch)	Dr. Henry C. Meece,Jr.	July 1987
State Industrial School	Walter H. Odegaard	July 1987
State Library	Cindy Larson (Acting Director)	July 1987
	Patricia Harris	August 1987
State Penitentiary	Terry Haines	July 1987
	Thomas Powers	September 1988
State Radio	Lyle V. Gallagher	July 1987

Major Goals and Objectives

The ultimate goal (mission) of the Director of Institutions is to provide the best service possible within the resources available to the residents, students, inmates, and constituents of the institutions and agencies under DOI. Other specific goals of the Director of Institutions during the 1987-89 biennium included:

1. To pursue systemwide implementation of the DOI Value System.

2. To administratively implement a Department of Corrections.

3. To conduct management reviews of DOI agencies.

4. To provide for a smooth transition of the Grafton State School to the Department of Human Services by July 1, 1989.

5. To develop and implement criteria for space utilization in the Capitol.

6. To develop a health wellness program in which all DOI staff can participate.

7. To assure that the studies conducted by the Legislative Council Committee on Institutions Services of the Schools for the Deaf and Blind are positive ones.

We believe we did very well on meeting these goals and objectives. We believe most employees are aware of the value system and accept it as the standard of operation for the department. Our efforts in establishing a Department of Corrections and Rehabilitation culminated in the adoption of the Department of Corrections and Rehabilitation by the 1989 Legislature effective July 16, 1989. A management review was conducted of all DOI agencies. The reports provided us with excellent feedback on each agency administration's management style. The administrative transfer of the Grafton State School was officially accomplished beginning May 1, 1988, in order to allow for the integration of the Grafton State School into the Department of Human Services budget. Guidelines were established for allocating space to agencies based on level of job responsibilities. These guidelines have been used very effectively for determining the reassignment of appropriate space and relocation of agencies. In addition to promoting wellness, each DOI staff member receives a monthly health newsletter. Finally, we were very pleased with the outcome of the Legislative Council's study of the schools for the deaf and blind. The committee strongly endorsed the schools' programs and their future.

Goals we have established for the Director of Institutions office for the current year include:

1. To provide for the smooth transition of the School for the Blind, School for the Deaf, and the State Library to the Department of Public Instruction by January 1, 1991.

2. Review and update all personnel policies and procedures being used by DOI agencies and institutions.

3. Conduct a review of all DOI general policy statements.

4. Develop a preventative maintenance system for the capitol complex.

5. Continue implementation of our criteria for space utilization in the Capitol.

6. Complete the major renovation projects approved by the 1989 Legislature in a timely manner so as to disrupt state government as little as possible.

7. Develop performance standards for each agency to determine measurements by which the agency can be evaluated.

EVALUATION

Accomplishments

The Director of Institutions believes it was a very successful biennium for all its agencies and institutions. Each of the agencies and institutions has included a comprehensive report of its goals, activities, and accomplishments for the 1987-89 biennium in a separate section within this Biennial Report. There are, however, several major accomplishments coordinated through the Director of Institutions office that we would like to expand upon.

Transfer of Grafton State School to Department of Human Services

During the 1987-89 biennium, the management of the Grafton State School was administratively transferred to the Department of Human Services. The transfer became effective legislatively on July 1, 1989. The legislative intent for the transfer of the Grafton State School to the Department of Human Services was to affect the consolidation of services to the developmentally disabled from the community and the institution.

Phasedown of San Haven

Pursuant to the court order ARC vs. Allen Olson, the state was mandated to reduce the combined population of the Grafton State School/San Haven to 250 residents by January 1, 1988. With Grafton's capability to house all 250 residents, this required that the Director of Institutions office phase down and close the San Haven institution. The phase down began in May of 1986 at which time we initiated a hiring freeze which remained in effect until San Haven closed. From that time until June 1987, downsizing the number of employees from 307 permanent employees and 114 temporary employees was achieved through attrition and monthly transfers of San Haven employees to the Grafton State School and other state agencies. A total of 21 permanent employees transferred to the Grafton State School, one to the State Industrial School, and one to the State Hospital. A dozen temporary employees were accepted for temporary employment at the Grafton State School. A number of employees accepted jobs locally or out-of-state. The

final work day for the closing crew was the last working day in January 1988. During this same time period, the client population went from 109 to 0 residents. The facility was closed in early 1988 without any major incidents.

A number of programs were implemented at San Haven to facilitate the phase down process. Beginning in June 1987, a voluntary lay-off program was initiated using a severance pay plan. Total voluntary lay-offs through November 1987 were 125. In December 1987, a forced lay-off program was begun. All employees were provided with a separation allowance which was dispersed with their final paycheck. The severance pay plan adopted was based on the formula used to compute state retirement benefits. The formula used years of services, the average monthly base wage over the past 60 months, times a multiplier of .15. We believe the severance pay plan was critical in the institution's successful phase down without major incidents. Much credit, however, must also be given to the management transition team at San Haven for the successful closure. The management team did an excellent job in working with employees to help them cope with the stress of the facilities closure. For example, an employee morale committee was formed to promote ideas on how to make the final days more pleasant for those who continued to work. Each month a recognition party was held at the institution to recognize those staff who were leaving and to present years of service awards to them. Employees who were employed for 15 years or longer were presented with clocks. Also, many programs to upgrade the skills of our employees to make them more employable were offered. Even though the closing down process was very difficult, we believe the majority of employees left San Haven with very positive feelings about the institution.

Department of Corrections and Rehabilitation

Another major goal accomplished was the development of the concept for a Department of Corrections and Rehabilitation. Much planning and hard work was put into the creation of this department. The concept was first suggested by a Legislative Council committee in 1979. In the past few years, the Department of Corrections and Rehabilitation has been given serious consideration by the administration and agencies have worked closely together to make it a reality. The Director of Institutions office worked closely with the courts, legislators, and the agencies involved to present the need for a Department of Corrections for North Dakota. Senate Bill No. 2212, the bill creating the department, was passed by the 1989 Legislative Assembly with only one negative vote. We are very excited about the departments creation and what it can mean for North Dakota.

We believe there are many important reasons for creating a Department of Corrections and Rehabilitation. The foremost reason is that all correction's programs need to be brought together under one direction and one philosophy for both juveniles and adults. Bringing together the correction's agencies under one director will:

1. Provide greater accountability for services being provided.

2. Provide for a better utilization of current resources.

3. More successfully provide a continuum of services to clients for both juveniles and adults.

4. A central agency will be responsible for fostering a "unified approach by the courts and the department" for all corrections related issues.

5. Allow for a joint personnel training and better career opportunities for correction's staff.

As established in Senate Bill No. 2212, the Department of Corrections and Rehabilitation is an agency under the Director of Institutions. In two years the Governor plans to propose a Department of Public Safety and he will suggest to the next Legislative Assembly that the Department of Corrections and Rehabilitation then be a part of the Department of Public Safety.

The Department of Corrections is organized into an adult services and juvenile services division. Adult services include the State Penitentiary, State Farm, Rough Rider Industries, Parole and Probation, and adult community corrections. The Division of Juvenile Services includes the State Industrial School and community case management services.

Division of Juvenile Services

Historically, North Dakota juveniles determined at risk, unruly, deprived, or delinquent were provided services by various state, regional, and county entities. Professionals dealing with youth recognized that these agencies did not provide for a smooth continuum of services from home to residential or institutional settings. Furthermore, the agencies lacked a uniform approach to assessment, treatment, and case management. Agencies dealing with youth included juvenile courts, county social services, Department of Human Services (regional offices), Director of Institutions, and the State Youth Authority. Additionally, many private nonprofit agencies added to the confusing array of services and entrance criteria to qualify for services.

By executive order, Governor George Sinner created a Commission on Children and Adolescents at Risk (CAAR Commission). The CAAR team report released in September 1986 addressed several areas of concern specific to juveniles at risk. Among these findings were a need for a more comprehensive and coordinated plan for effective delivery of services to juveniles at risk within the juvenile justice system. Suggestions to achieve that goal included "a better coordinated youth corrections system with a uniform philosophy and mission."

At the same time the office of the Director of Institutions, working with the Association of Counties, contracted for an evaluation of the juvenile justice system. The Ehrenkrantz Group was hired to develop a master plan for juvenile justice in North Dakota. The number one recommendation of this plan was to "establish a Division of Juvenile Services ... to provide overall responsibility for the juvenile correctional system." This group also recommended a phased approach to implementation of this new division.

These two major studies impacted the creation of the Division of Juvenile Services, first by its development as a new division in the Director of Institutions and later by legislation creating the new Department of Corrections and Rehabilitation. The Division of Juvenile Services thus began a phased approach to the consolidation and coordination of services to unruly and delinquent youth who have exhausted services available through the juvenile courts or who may be at risk to be placed out of their home.

The DJS project began initially in the Fargo and Devils Lake areas in January 1988. Two additional offices were added in Grand Forks and Minot later that year.

The goals and accomplishments of the Division of Juvenile Services reflected the needs identified in the previously mentioned studies. DJS further verified local need and input by meeting with district court judges in each area prior to expanding DJS services in those areas. From these meetings came further clarification of the need to develop a model for individualized treatment and rehabilitation plans that would be written for each juvenile who is formally adjudicated. This plan has been developed and DJS case managers given the task of writing the treatment plan with input from other personnel who have interest and experience with the involved juvenile. The written plan is then submitted to the court for the judge's consideration. This plan directs regular updating, monitoring, and evaluation to the courts on the progress accomplished by juveniles in treatment and rehabilitation goals.

DJS case managers also provide counseling on an individual and family basis. DJS case managers offer services on crisis intervention, information, and referral for both the juvenile and his family; and arrange all assessments, evaluations, and alternative living and placement arrangements.

In provision of the above services, the DJS is in tune with and therefore responsive to the development of new programs with which may better serve youth in the safest yet least restrictive environment. Several new programs and case assessment tools have been developed in the short time DJS has been operational. "Tracking" programs were developed to provide more intensive supervision and help youth remain in their home communities. DJS contracted with private providers to hire and train trackers who are then assigned as advocates and resource persons to juveniles. These tracking programs are very popular and have been made available to court and county agencies to also help their youth. Assessment of the program indicates over 300 juveniles were served during the first 18 months of the program. Of those youth served, over 70% were maintained in a less restrictive environment.

Youth Diversified Occupations is another new program initiated by DJS. This vocational education program is funded jointly by the Department of Vocational Education with special needs funds and general fund dollars. The program is being offered by alternative schools and the State Industrial School. The program offers assessment, education, and on-the-job training to juveniles in as many as 150 vocational areas.

In keeping with the Division of Juvenile Services goal to streamline the continuum of care and provide the least restrictive placements for youth, two new assessment and treatment planning tools have been initiated. The classification and risk assessment took provides for determination of appropriate placement for all juveniles entering the juvenile justice system. Juvenile court, DJS, and State Industrial School staff have been or will be trained in the use of this instrument. The instrument itself uses interview, history, seriousness of delinquent acts, and other information on a decision tree to determine placement needs. The second new tool is the strategies for juvenile supervision process. This process also uses personal interview, history of offenses, nature of offender behavior, and assesses internal constructs in offender behavior triggers. Through the use of this tool, juveniles are placed in one of four supervision strategies which enable courts, DJS case managers, and State Industrial School staff to use more immediate and individualized approaches to treatment of youth.

The Division of Juvenile Services continues in cooperation with various public and private agencies to improve services to youth. One cooperative effort is work with the Association of Counties to bring North Dakota into compliance with the Office of Juvenile Justice and Delinquency Prevention Act (OJJDP). DJS has assumed responsibility for meeting this Acts' criteria for diversion and jailing of juveniles. In connection with the non-jailing of juveniles and diversion programming, DJS is currently involved in four projects as alternatives to jailing of delinquent youth. These three options are shelter care, attendant care, and secure detention facilities. Criteria for placement of individuals, training of attendants, and informing local courts and peace officer of options are all ongoing. Cooperative agreements with Human Services for shelter care as well as county jails for attendant care have been arranged. The Division of Juvenile Services administered funding for the attendant training, wages, and transportation of juveniles through their agreements with the Association of Counties in the past, but will begin administering this program themselves after OJJDP approval of the division three-year plan to become a participating state in OJJDP.

DJS continues to administer the Interstate Compact on Juveniles (formerly the responsibility of the State Youth Authority) and to provide reality therapy training to DJS staff and the staff of the State Industrial School.

DJS' future planning is part of a six-year plan. Many new and creative efforts are being formulated between all levels of state and county governments and private agencies aimed at the strengthening of services to youth and their families. Briefly, new areas of focus and programming include: strengthening special treatment programs at the State Industrial School, independent living programs, intensified high adventure/outdoor programs, broader evaluation capabilities at the State Industrial School, short-term intensive correctional programming, family centered treatment, and day treatment for youth in their home communities.

Personnel Report

During the 1987-89 biennium, the Director of Institutions continued to have a stable work force. Turnover was limited and primarily due to retirements or relocations.

The department's goal is to hire the most qualified and skilled people available. In fulfilling that goal, DOI will become more self-sufficient in the overall maintenance and upkeep of the capitol complex buildings and equipment. This biennium, DOI continued to hire skilled individuals to increase the technical expertise on staff. A master electrician was added to the staff enabling us to accomplish electrical service work without outside assistance.

Staff training continues to be a high priority. During the biennium most staff members participated in several technical training programs. Some of these programs were provided on-site by bringing in professionals to conduct seminars, and others were made available through local educational institutions. The training sessions provided valuable information which helped to upgrade and improve the skill level of our staff.

The department personnel policy manual was updated to address changes that have taken place both in state personnel policies and federal requirements. Staff meetings were held to distribute individual copies of the new manual and to acquaint the staff with the new policies and procedures. In-service training is an ongoing process which, in our opinion, will assist in keeping our employees fully informed.

Legal Report

In this biennium, ten civil cases were filed in Federal District Court. Two appeals were taken to the Eighth Circuit Court--one was denied and the other the District Court affirmed. Four cases are still pending. Six cases were resolved with a summary judgment in favor of the State.

Five Habeas Corpus cases were filed in the Federal District Court. Three were dismissed and two are pending.

One civil and one habeas corpus cases were filed in State District Court, and in both the requested relief was denied.

Three actions were taken to the North Dakota Supreme Court. Two were summarily resolved and the third, after oral arguments, the State District Court ruling in favor of the State was affirmed.

Along with the court cases, the following areas of legal services were also provided:

1. The preparation and presentation of training materials to correctional and law enforcement staff.

2. Drafting deeds, leases, easements, and like instruments pertaining to land owned and operated by state institutions.

3. Reviewing construction and renovation bids and contracts.

4. Draft, review, and monitor legislative bills.

5. Interpret the legislation and assist in the implementation of the newly established Department of Corrections and Rehabilitation.

6. Advise prison and director staff on inmate discipline and other correction's law matters.

7. Assist in the maintenance of the inmate prison law library.

8. Providing assistance and guidance to Parole and Probation in their development of a policy and procedure manual.

Cases of note are:

1. Jensen vs. Haines. A federal court case in which the inmate was seeking the right to have and use a credit card along with a complaint about the way his legal mail was being handled. Summary judgment was granted in favor of the State.

2. Picotte vs. Coad. A case in federal court in which the inmate claimed to have aggravated a back injury by practice riding a horse in preparation for the prison's rodeo. The claim of malpractice and lack of medical services was dismissed.

3. Clavadetscher vs. Naranja. A case brought against the State Hospital and the State Penitentiary by the estate of an inmate who committed suicide in the prison. It is still pending in federal court.

4. Picotte vs. Powers. A case by a Native American in federal court claiming a religious right to possess a ceremonial pipe in his cell for private prayers and worship. The case is still pending.

5. Novodvorsky vs. Rough Rider Industries. A state court case pertaining to hogs sold by Rough Rider that were not purebred animals. This case is still pending and will go to trial.

Fiscal Report

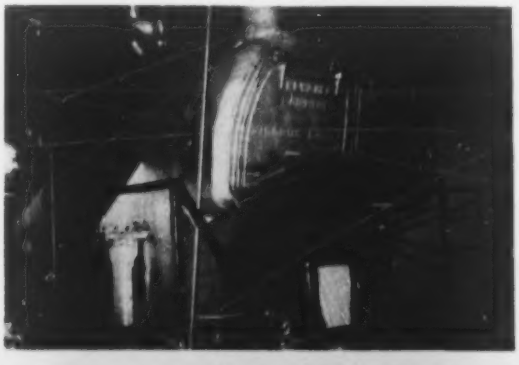
The 1987-89 appropriation for the Director of Institutions was $6,613,932 from the general fund, and $1,076,300 from the capital building fund, for a total of $7,690,232. During the biennium, the Emergency Commission authorized the acceptance and expenditure of $554,313 from the Department of Human Services to develop a Division of Juvenile Services and $15,500 from the Office of Intergovernmental Assistance to provide support services for an energy conversation engineer. Increases to the original appropriation were the result of a carry over of capital improvement dollars in the amount of $273,104 approved to complete the Fire Alarm/Life Safety System, and a deficiency appropriation authorized by the legislature in the amount of $39,705 for payment of institution medical fees. A two percent turn back to the general fund and the referral of a tax on cable television services, reduced the budget by $154,185. The adjusted 1987-89 appropriation for the Director of Institutions was $8,418,669.

The Director of Institutions was authorized 78 FTE positions: janitorial, maintenance, grounds maintenance, mailroom, central office and Division of Juvenile Services employees. Salaries and wages of $3,252,617 during the biennium also paid for temporary and overtime salaries to keep the buildings open on weekends and to cover those employees on sick or annual leave.

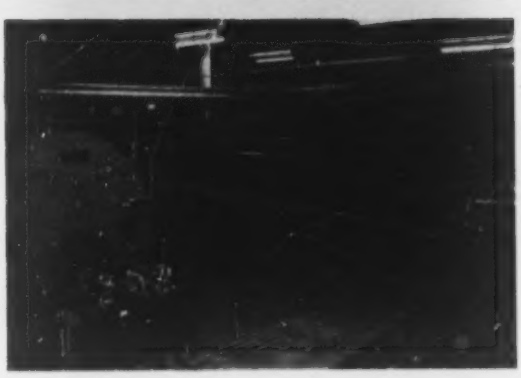
Maintenance and operation of the capitol complex buildings and grounds comprised approximately 90% of the 1987-89 operating budget. Utilities of $2,055,667 and service contracts for the elevators and thermostats of $220,753 were the largest major items of expenditure. Insuring the capitol complex buildings and contents is also the responsibility of the Director of Institutions office. Premium payments to the Fire and Tornado Fund for the biennium totalled $61,872. The remaining 10% of the operating budget expenditures were for data processing, professional development, professional fees, office supplies and printing, and travel.

Expenditures of $1,279,209 were made for capitol complex building and land improvements. Major projects completed during the biennium included:

Capitol Heating System Replacement--The 54-year-old original capitol building coal fire boilers, which had been converted to natural gas, were replaced with energy efficient boilers and a thermostorage system.



OLD BOILER



NEW BOILER

Exterior Steps--The exterior steps to the State Capitol were totally removed and replaced on a new base pad with a water resistant membrane to prevent the leakage problem that had existed for some years.

Other major construction projects included: replacement of the roof on the Governor's Residence, the addition of exterior windows to the Pioneer Room, and the completion of the Fire Alarm/Life Safety System started in the previous biennium.

Hospital and related out patient medical fees for residents or inmates in DOI supervised institutions are paid through the DOI budget. The billings are processed through and based on service rates established by the Department of Human Services. Institution Medical Fees for the biennium totaled $328,595.

Since 1981, the Director of Institutions office has paid the monitoring fees and expenses for the federal court monitor in the case of the Association for Retarded Citizens (ARC) vs. George Sinner, et. al. Presently, the state is charged a fee of $400 per day for court monitor and staff services and expenses. The court monitor work is reflected in the reports submitted to the court summarizing information gained from visits to programs which assist class members and reports from various agencies serving class members. During the 1987-89 biennium, court monitor expenditures totalled $187,595.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAM

Carpentry and Painting	$ 94,510
Engineering	287,835
Capitol Grounds Maintenance	284,697
Capitol Building Maintenance	1,074,322
Highway Building Maintenance	267,260
State Office Building Maintenance	116,772
Governor's Residence Maintenance & Operation	174,560
Liberty Memorial Building Maintenance	77,367
Crime Bureau Building Maintenance	55,426
Heritage Center Maintenance	273,979
Judicial State Office Building Maintenance	385,528
Mailroom	83,685
Utilities	2,055,667
Administration	740,030
Capital Improvements	1,279,209
Institution Medical Fees	328,595
Court Monitor Fees	187,595
Consulting Engineer	6,010
Juvenile Justice	542,129
TOTAL PROGRAM COSTS 1987-89 BIENNIUM	$8,315,716

COST SUMMARY BY OBJECT

Salaries & Wages		
Salaries & Wages	$ 2,522,746	
Benefits	729,871	
Total Salaries & Wages		$ 3,252,617
Operating Expenses		
Data Processing	$ 3,041	
Motor Pool	14,009	
Travel	75,192	
Utilities	2,055,667	
Postage	33,675	
Telephone	52,504	
Rent of Building Space	14,607	
Rent of Equipment	25,436	
Professional Development	27,706	
Operating Fees & Services	186,772	
Repair Buildings & Grounds	64,861	
Repair Contracts	220,753	
Professional Fees	92,848	
Insurance	61,872	
Office Supplies	12,899	
Printing	12,060	
Resource & Reference Materials	8,134	
Food	10,704	
Uniforms	5,623	
Maintenance Supplies--Buildings	202,638	
Grounds & Road Supplies	9,195	
Equipment Maintenance	8,794	
Miscellaneous Supplies	16,162	
Total Operating Expenses		$ 3,215,212
Equipment		
Office Equipment	$ 32,175	
Machinery	6,020	
Other	13,753	
Total Equipment		$ 51,948
Capital Improvements		
Land	$ 9,171	
Buildings	972,178	
Special Projects	24,756	
Total Capital Improvement Carryover	273,104	
Total Capital Improvements		$ 1,279,209
Institution Medical Fees		
Medical Payments	$ 328,595	
Total Institution Medical Fees		$ 328,595
Court Monitor		
Professional Services	$ 187,595	
Total Court Monitor		$ 187,595
TOTAL EXPENDITURES 1987-89 BIENNIUM		$ 8,315,176

Resources Available

The office of the Director of Institutions conducts tours of the capitol building on the hour from 8:00 to 11:00 a.m. and 1:00 to 4:00 p.m. daily. Large group or special tours are available upon request.

Copies of the Director of Institutions' Policies and Procedures Manual, Biennial Report, and Value System are available upon request.

STATE OF NORTH DAKOTA

SCHOOL FOR THE DEAF

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 - June 30, 1989

THE NORTH DAKOTA SCHOOL FOR THE DEAF

FORTY-NINTH

BIENNIAL REPORT

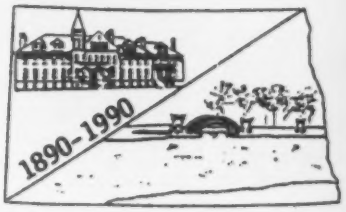
July 1, 1987 through June 30, 1989

Alan J. Mealka
Superintendent

North Dakota School for the Deaf

Devils Lake, ND 58301

(701) 662-5031



October 9, 1989

Richard Rayl
Director of Institutions
State Capitol
Bismarck, ND 58505

Dear Mr. Rayl,

In compliance with North Dakota Century Code 54-21-09 and in accordance with the regulations of the Director of Institutions, the Forty-ninth Biennial Report of the North Dakota School for the Deaf is submitted.

Sincerely,

Alan J. Mealka,
Superintendent

NORTH DAKOTA SCHOOL FOR THE DEAF
BIENNIAL REPORT
JULY 1, 1987 TO JUNE 30, 1989

C O N T E N T S

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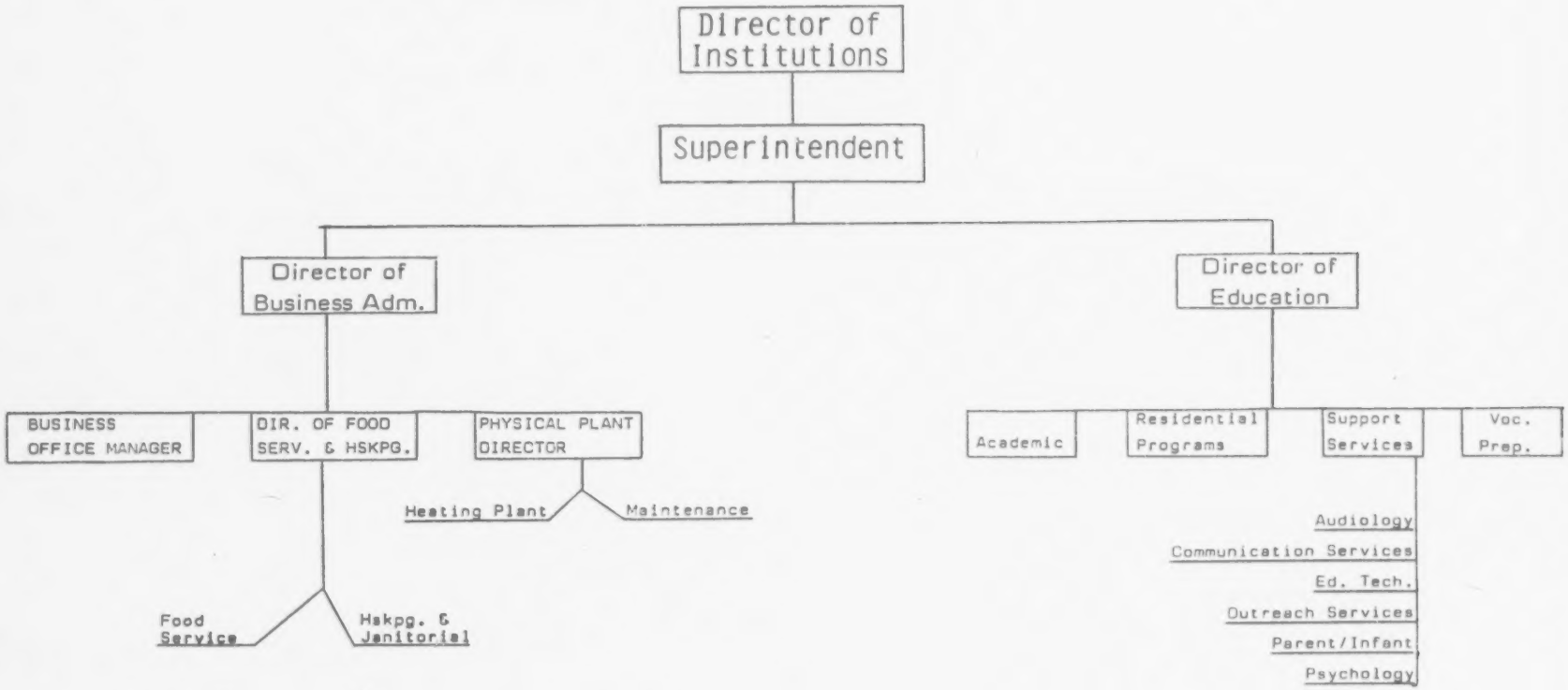
NORTH DAKOTA SCHOOL FOR THE DEAF



1989 aerial view of NDSD campus

INTRODUCTION

The North Dakota School for the Deaf is a fully accredited educational institution serving the educational needs of hearing impaired students aged 0 to 21 in North Dakota. During the 1987-89 biennium, the school continued to fill this role extremely well.

In addition to the school's traditional role as an educational institution, NDSD also has become a resource center on deafness, serving the needs of hearing impaired citizens statewide. Through its Outreach Program, the school has expanded consultation services, evaluation and assessment services, and off-campus educational services. Through collaborative and cooperative ventures with other agencies, the school has improved the delivery of services to our hearing impaired citizens.

During the 1987-89 Biennium, the Legislative Council's Budget Committee on Institutional Services conducted an in-depth study of the services provided to the deaf and hard of hearing in the State of North Dakota and, specifically, the role of the North Dakota School for the Deaf in the provision of these services. The committee's recommendations were. . .

. . .continue to educate students with multiple or severe impairments at the North Dakota School for the Deaf if services are not available locally,

. . .enhance state resource and reference centers for the hearing impaired at the North Dakota School for the Deaf to assist local school districts and the state's hearing impaired adults, and

. . .develop short term and special topics courses at the North Dakota School for the Deaf for the students educated in local districts who need intensive training in a specific area.

The North Dakota School for the Deaf is meeting this mandate through its educational programs, staff development programs, and outreach programs.

The staff and faculty of the North Dakota School for the Deaf are to be commended for their commitment and dedication to the education of hearing impaired students. They are the foundation upon which the services this school provides are built.

FUNCTION

STATUTORY AND/OR CONSTITUTIONAL RESPONSIBILITIES

Article IX, Section 12 of the North Dakota Constitution established a state school for the deaf in the City of Devils Lake, North Dakota. The North Dakota School for the Deaf began its first term on September 10, 1890, and has continued to provide high quality educational services to hearing impaired individuals to this date.

In 1893 the school moved to its present 51-acre site at the corner of 14th Street and College Drive in Devils Lake. The school's buildings, grounds, and equipment represent an investment of over five million dollars.

The school is an educational institution for the education of children whose hearing is impaired to a degree that they are unable to progress satisfactorily in the public schools. To be eligible for enrollment, children must be between the ages of 0 and 21 and must be residents of North Dakota.

The North Dakota School for the Deaf follows all rules and regulations established by the Department of Public Instruction. The school follows the standard school year with students going home every weekend, during established school vacations, and during the summer months.

ADMINISTRATION

The North Dakota School for the Deaf was ably served by the administration of Alan J. Mealka, Superintendent; Marjorie Bye, Director of Business Administration; and Marcia Schutt, Director of Education. Through their leadership, the school has weathered the challenges facing residential schools for the deaf and has led the school into its second century of service to the deaf and hard of hearing population of North Dakota.

GOALS AND OBJECTIVES

The major goal and objective of the North Dakota School for the Deaf is to provide individual educational programs for the hearing impaired students of North Dakota designed to prepare them to be productive members of society.

The primary emphasis of each child's program is the development of functional language which includes both expressive and receptive skills—speech, speech reading, manual communication, reading, writing, and auditory processing. As language proficiency permits, each child's program stresses development of positive social and emotional attitudes, achievement in academic subjects, vocational exploration, and the development of independent living skills.

Through the cooperative efforts of the academic and residential living programs, progress toward the attainment of each child's potential was made in. . .

. . .the development of communication skills for interacting with both hearing and deaf members of our society.
. . .the development of skills in identifying problems, thinking effectively about them and acting constructively toward their solutions.
. . .the development of positive student attitudes about self and their deafness, in addition to their roles in their families and in society.
. . .the productive use of leisure time such as the acquisition of a broad range of interests, appreciation of recreational reading, hobbies, games, physical skills, fine arts, and extracurricular activities.
. . .learning self-control in concert with society's standards and developing the lasting values of honesty, truthfulness, and respect for authority.
. . .the exploration of vocational and post secondary educational alternatives.

As an educational institution, the North Dakota School for the Deaf. . .

. . .provided hearing impaired children of North Dakota with comprehensive services designed to promote educational, personal/social, and vocational development.
. . .developed individual abilities toward achieving self-sufficiency in the society each deaf child selects as his/her home.
. . .assisted parents of deaf children in the role of supporting academic personnel in the educational process.
. . .employed and provided ongoing in-service training for a staff skilled in meeting the educational needs of deaf children.
. . .provided for the safety of North Dakota deaf children within the scope of local, state, and federal laws and regulations.

As a Resource Center on Deafness for the State of North Dakota, the North Dakota School for the Deaf. . .

. . .provided regional sign classes through the state.
. . .organized parent support groups for parents of deaf and hearing impaired students.

. . .formed the Coalition of Service Providers to the Hearing Impaired to provide comprehensive services for deaf and hard of hearing children statewide.

. . .worked cooperatively with other agencies in the provision of services to children.

. . .provided consultation services to local education agencies serving hearing impaired youth.

. . .provided summer and weekend programming for hearing impaired students from throughout the State of North Dakota.

. . .provided materials and equipment to programs throughout the State, and

. . .provided assessments and evaluations for hearing impaired children from throughout the State of North Dakota.

. . .continued to expand as a training center for educators of the hearing impaired in North Dakota.

. . .cooperatively with Minot State University provided classes at NDSD in deaf education for staff, other professionals, college students, & interested persons.

. . .provided student teaching opportunities for five MSU students.

STUDENT POPULATION

During its 99 year history, the North Dakota School for the Deaf has served over 1,200 students. Enrollment for the 1987-88 school year was 48 students and for 1988-89 46 students. NDSD also served an additional 19 children each year in the Parent/Infant Program. The population of the school is expected to increase to 50 students for the 1989-90 school year and 55 for the 1990-91 school year. Students served in the Parent/Infant Program should remain at 19.

EDUCATIONAL PROGRAMMING

Through programming provided by the North Dakota School for the Deaf, hearing impaired students in North Dakota (ages 0-21) had the opportunity to grow intellectually, socially, and emotionally in a 24-hour-per-day educational and language rich environment so they could integrate into society as productive members.

NDSD, using specialized methods of instruction for hearing impaired youth, provided a comprehensive academic program covering a broad spectrum of disciplines including traditional academic offerings, vocational education, special studies, physical education, and art. Use of visual, auditory, and kinesthetic channels for communication and instruction and learning through experience are the bases of instructional methodology. Further educational opportunities were presented through the residential, athletic, and recreational programs. A major emphasis of the program was on the development of functional expressive and receptive language skills. A computerized system for development of individualized educational programs (IEPs) has been established to increase the effectiveness of and streamline the planning process, determining and recording each student's current functioning, individualized goals and objectives, related services and long-range planning.

Public Law 94-142 mandates that handicapped children will have "...access to a free appropriate education and related service in the least restrictive environment provided at public expense with no cost to the parents. To the maximum extent possible, children with handicaps are to be educated with non-handicapped children". Much discussion has occurred from the advent of P.L. 94-142 in 1975 until today with the Commission on the Education of the Deaf concerning the phrase "least restrictive environment" and the educating of handicapped children with their non-handicapped peers. It is important for deaf children to be educated to the maximum extent possible and appropriate with their non-handicapped peers.

In order to educate hearing impaired students in the least restrictive environment, while at the same time providing a total environment rich in language acquisition opportunities, NDSD participated in programs to mainstream students with their hearing peers. All high school students and most middle school students were enrolled in at least one class at Devils Lake Central or the Lake Area Vocational Center. Sign language interpreters and tutors were provided as necessary, as well as monitoring and follow-up. Hearing children from the Devils Lake Public Schools attended selected classes at NDSD in reverse mainstream program. In addition, children at NDSD participated regularly in community activities and in co-op athletics with the public schools.

Mainstreaming into the public schools and reverse mainstreaming at NDSD were critical in the educational process for both the hearing impaired and the hearing students. The important factors were 1] appropriate support was offered to the hearing impaired students and 2] the hearing impaired students had the benefit of the total communication environment of the residential school. The North Dakota School for the Deaf continued to mainstream elementary students as appropriate to their educational needs and abilities.

Athletics continued to be an important vehicle to the appropriate integration of hearing impaired students with their hearing peers. Both male and female students were involved in grade school, middle school, and high school varsity athletics with the Devils Lake Public Schools. Additionally, the school has a formal cooperative agreement with the Crary Public School in basketball and enrolls younger students into Park Board programs regularly. Many opportunities were provided for socialization and the development of friendships, as well as excellent athletic skills.

The after-school program was a critical component of the educational program at NDSD. Through structured activities, students were provided the opportunity to apply skills learned in the classroom. In addition, opportunities to continue acquisition of language for hearing impaired students abounded. Communication between dorm supervisors and teachers was accomplished through daily entries into each student's logbook, which was sent home with them to their parents weekly.

The residential program continued to be staffed with professionals possessing college degrees in psychology, education, sociology, and other social sciences. Programs to enhance socialization, social-emotional development, and personal living skills were provided. Specific programs provided during the biennium included Boy Scouts, Girl Scouts, off-campus field trips, sex education, study skills, decision making, deaf awareness, and other related topics.

PARENT EDUCATION

Because parents are often the most overlooked component in the education of the hearing impaired child, NDSD actively promoted and solicited the support, input, and involvement of parents in the educational process of their children.

Activities for parents included local and statewide workshops, Family Learning Vacations, and regional parent groups. Workshops topics included family dynamics, auditory training, assistive listening devices, speech and language development, national and local organizations/publications for hearing-impaired, sign language classes, and special education law. Regional sign language classes for parents, siblings, extended family, and professionals were held as well as sign classes on campus and through the University of North Dakota - Lake Region community education program.

Parents were actively involved in the development of their child's Individualized Education Program. Parents of students enrolled at NDSD actively participate in annual conferences to develop the IEP. The weekly transportation program was continued, permitting all students to be home with their families every weekend. Regular communication between parents and teachers and dorm supervisors were accomplished via telephone and logbooks. Parents were encouraged to and often did visit their child's class, classroom teacher, and NDSD during the school year.

NDSD supported a Parent/Infant Program for hearing impaired children aged birth to three years. The program, conducted in the home, utilized the Ski-Hi Curriculum to instruct families of hearing impaired infants on the development of communication, language, and auditory perception skills. The curriculum presented information for parents on topics ranging from the care of hearing aids, to reading audiograms, to identification of the various educational options available, to the causes of hearing loss. The school also had a cooperative agreement with the North Dakota

Mother and daughter during a home visit.

Department of Human Services, Developmental Disabilities Services, to consult with families and service providers for multiply handicapped infants. Through that program, all hearing impaired infants were served appropriately.

NDSD hosted two Family Learning Vacations for families of hearing impaired children. In 1987 the first served 8 families (34 participants). During the summer of 1989, the second served 16 families (62 participants).

The parent support group for the Devils Lake area was reorganized. This group held bi-monthly meetings focused on recreational activities and informational sharing. They developed a Parent Hotline for families of newly diagnosed hearing impaired children from throughout the state.

NDSD staff joined representatives of several local agencies in the Devils Lake Parent Network, a group which shares material and people resources in the Lake Region area.

STAFF DEVELOPMENT

Given the low incidence of deafness in the educational population and the rural characteristics of the Devils Lake community and the State of North Dakota, NDSD continued to provide opportunities for specialized education and training to staff while beginning an effort to systematically define a comprehensive plan for staff development. Development opportunities set up for NDSD staff, and often for educational personnel beyond NDSD, are listed below.

The systematic effort toward definition of the comprehensive staff development plan began with identification of NDSD values, heroes, and ceremonies. This was accomplished through a team process which included ALL staff as team members. Using the North Dakota Model for Professional Development, schoolwide goals will be developed based upon the identified values.

Personnel development objectives were met as described below. All activities were highly beneficial toward positive personnel development. Training in sign language instruction for the Communications Coordinator and additional training of dorm staff in developing measurable IEP goals and objectives will be targeted again in fiscal year 1990.

- Computerized IEP development
- Use of the Fonator
- Role of the Child Study Team
- Effective Teaching Model
- CPR certification
- Hazardous substances handling
- Operation of WordPerfect
- Lesson Plan Development, Reinforcement & Learning Theories
- Development of measurable IEP goals and objectives
- Custodial workshops

Nonviolent intervention training
Theoretical Aspects of Language for the Hearing Impaired
Phase II of the Ski-Hi Program
Whole Language conference
Personal Health Awareness
Asbestos Awareness
Asbestos Abatement
Defensive Driving
Improvement of Library Services for the Deaf
Sexual harassment in the workplace
Use of Computers With Special Needs Children
Problems in American Education
Professional Development
Swimming pool sanitation
Health & Wellness
Language Symposium
Education of Multihandicapped Hearing Impaired
Siemens Fonator Auditory Trainer
Interpreter Preparation
Suicide prevention
P.L. 99-457--Special education services for children 0-3 & 3-5
Social & Emotional Development of Hearing Impaired Individuals
Requirements & procedures for reporting abuse or neglect
Membership in the Devils Lake Teachers' Center
Deafness: The Facts
School food service annual workshops
Administration of Institutional Conservation Grants
Drug-free workplace
Dealing With Employee Complaints/ Conflicts/Response to Controls
Drug-free schools
People Skills workshops
Language Development in Deaf Children
ND Teachers' Forum
A.G. Bell Convention
Child Care: Becoming a Professional
Medical update and use of the Heimlich Manuever
Communication Resources
Therapeutic Crisis Intervention
NDSD programming

OUTREACH SERVICES

NDSD provided extensive summer programming for hearing impaired students from across the state and to their families. The first one-week camp was held in 1987 serving 13 campers. The following year two one-week summer camps served a total of 42 campers. In 1989 an "Adventures in Leadership" camp was added increasing the summer camp program to three one-week camps. During the 1989 camping season, 51 campers attended the camps: 26 campers from NDSD and 25 campers from programs other than NDSD.

A volunteer program was created to supplement classroom and dorm programming and to increase community support and involvement. In addition a PALS (big brother-big sister) program was established. Both programs were implemented during the 1988-89 school year with 10 volunteers participating.

A 10-minute videotape profiling NDSD programs and services was developed and widely distributed. This tape is part of a public relations package which will include a general program display, a general information pamphlet on hearing impairment, a display of assistive devices, and the school brochure. NDSD held its first Christmas Holiday Open House providing displays and campus tours to the community.

Scene from one of the summer camps

Highly trained staff with expertise in audiology, psychology, and education of the deaf provided assessment, evaluation and consultation services to other agencies and programs serving the hearing impaired. In addition the outreach program, the communications program, the media center, and the parent program responded to many requests for information and/or material concerning: late-deafened adults, services for deaf-blind adults, teacher training programs in the United States, book/video resources available through NDSD, sign language, interpreting, and tips for working with hearing impaired students in the mainstream.

The NDSD swimming pool was made available for community groups such as the senior citizens, Lake Region Special Education Services, Harmony House, Lake Region Search and Rescue, and Department of Parks and Recreation.

NDSD continued its active membership in the Coalition of Service Providers to the Hearing Impaired in North Dakota. The Coalition is a network of programs and professionals who work together so that each become stronger and better able to serve the needs of the deaf and hard of hearing. The Coalition sponsored a "Parents Only" workshop the spring 1988. The workshop included the issues of parents as advocates for their children and transitions at home and in the school. During the fall of 1988, the Coalition sponsored a statewide workshop for parents and professionals serving the hearing impaired. The presentations focused on the social and emotional development of hearing impaired students in the home and in the educational system.

EVALUATION

The North Dakota School for the Deaf is fully accredited by the Conference of Educational Administrators Serving the Deaf, the North Central Accreditation Association, and the State of North Dakota. Staff members from the Department of Public Instruction, the Division of Special Education, and the State Board for Vocational Education continued to review NDSD programs, staff qualifications, and procedures.

BUSINESS ADMINISTRATION

The goal of business administration was to plan and develop, administer, and account for, within state statutes and regulations, the efficient management of the school's funds, auxiliary services staff, and physical plant.

FUNDING

The school's original General Fund appropriation for the 1987-89 biennium was reduced a total of 2.3 percent by the executive branch of state government in response to declines in the state's revenue projections.

The first reduction of $10,418 was in accordance with the 1987 SB 2536 and the result of the suspension of sales tax on cable television services.

The final reduction of $69,170 was in accordance with NDCC Sec. 54-144.1-12 and was based primarily on the drought and a drop in oil prices.

An increase of 14.4 percent ($59,276) in the school's Special Funds Appropriation was approved by the Emergency Commission, reflecting an increase in projected pass-through funds from other state agencies, primarily Vocational Education and Office of Intergovernmental Assistance grants.

The school successfully operated within the reduced General Fund appropriation through savings in operating costs.

Savings were realized in Salaries & Wages, primarily from temporary vacancies in positions requiring specially trained personnel difficult to recruit in North Dakota. Savings were realized also in the student transportation program. And, through continuation of its energy conservation program, the school again achieved savings in utilities.

In December 1988, transport natural gas replaced the more costly fuel oil as the primary heating fuel. Long-standing negotiations concluded with contracts for the purchase of gas direct from the supplier and for transportation direct from the pipe line company.

Appreciation is expressed for the special assistance received from the staff at the Office of Intergovernmental Assistance (a division of the Office of Management and Budget) and from the staff at the Bismarck District Office of the Western Area Power Administration, U.S. Department of Energy.

NEW EQUIPMENT

Special items purchased during the biennium included computers and related equipment, an audiometer, telephone devices for the deaf, auditory training units, tympanometer, speech trainer, HEPA vacuum and respirators (asbestos removal), deep fat fryer, and a floor glazer.

AUXILIARY SERVICES

(Food Service, Housekeeping & Janitorial, Engineering & Maintenance)

Main objectives which auxiliary services attained at a reasonable cost were.....

. . .providing safe, wholesome, nutritious meals for students in a home-like atmosphere
. . .keeping facilities clean, sanitary, and attractive
. . .keeping the students' personal clothing and the school's linens sanitary, clean, and in good repair
. . .providing heat, hot water, and ventilation to physical plant
. . .maintaining buildings, grounds, and equipment in a safe, functional, and attractive state

SPECIAL ACTIVITIES

The state's new Statewide Accounting & Management Information System (SAMIS) was initiated with the beginning of the biennium. NDSD had no errors identified in a statewide review of the system by OMB in April 1988.

The 1989-91 budget request was submitted to the Office of Management and Budget in July 1988. The request was for $4,173,958 in total funding.

The State Auditor's Office completed its audit of NDSD for the fiscal years ending June 30, 1988, 1987, and 1986 in October 1988.

Two easements were granted to the City of Devils Lake for additional space to maintain the roadway adjoining the school's property to the north and for a strip of land through its cropland for storm sewer requirements.

Titles to all motor vehicles previously owned by the school were transferred to the State Fleet Services in July 1987.

Food services expanded during the biennium to include the summer camping programs.

The laundry staff eliminated many hours of NDSD boiler operation during the spring and fall months by doing the laundry at a local laundromat.

NDSD became eligible for the first time and began participation in the Severe Need Breakfast Program with the 1988-89 school term. It received a perfect score on the AIMS and Supervisory Assistance Reviews of the School Lunch and School Breakfast programs conducted by the Child Nutrition and Food Distributions Programs, Department of Public Instruction. The consultant authored an article entitled Appetizing Meals Important at NDSD which was published in the March 1988 issue of **PERSPECTIVE, ND EDUCATION.** Excellent reports were received also on annual sanitation inspections of the food service and all other areas on campus by the Lake Region District Health Unit.

The Employee Information Program on Hazardous Substances (Employee Right-to-Know Act) was rated excellent in the Workers' Compensation annual inspection reports.

Radon tests were completed campus-wide.

Much needed equipment with an estimated value of over $10,000 was selected at San Haven before it closed in December 1987 and was transferred and transported to NDSD. Major items were office furniture, typewriters, dormitory furniture, floor maintenance machines, power washer, laundry baskets, steel doors, 14-hp grounds tractor with attachments, cement mixer, and scaffolding.

During the summer months, the school continued to make the Administration Building available to the public through Ramsey County Emergency Services during severe weather alerts.

The local offices of Families First and the Division of Juvenile Services were welcomed to NDSD with limited space in the Administration Building.

ENERGY CONSERVATION PROGRAM

The school's Conservation and Renewable Energy Plan (C&RE) was accepted by the Western Area Power Administration (WAPA), U.S. Department of Energy, following the two-year, mid-cycle review in August 1988.

NDSD requested and participated in several professional engineering studies relating to energy conservation during the biennium:

- . . .Cost Effectiveness of Co-generation of Electricity vs. Load Management
- . . .Updating of Technical Assistance Analysis of Administration Building/Dormitory (required for energy grant application)
- . . .Conversion from High-Pressure Steam to Low-Pressure
- . . .Cost Comparison of Heating Fuels as Applied to NDSD Heating Equipment (Natural Gas, Fuel Oil, Propane, and Coal)
- . . .Conversion of Present Gas/Oil-Fired Boiler to Propane
- . . .Comprehensive Study of the Heating System & Equipment
- . . .Technical Assistance Analysis of Central Power Plant (required for energy grant application)
- . . .Cost Analysis of Natural Gas vs. Electricity (as applied to proposed remodeled NDSD laundry)

Applications were made for two energy grants under the Institutional Conservation Program administered by the Office of Intergovernmental Assistance.

A Cycle X grant of $24,784 was received for replacing the old inefficient windows in the Administration Building/Dormitory.

A Cycle XI grant of $189,700 was received to replace the obsolete high-pressure coal-fired boiler. A new properly-sized low-pressure boiler will enable the school

to utilize the cheapest fuel available as its primary fuel and will eliminate the need for constant operator surveillance.

ASBESTOS MANAGEMENT

Like all schools in North Dakota, the School for the Deaf was informed in November 1987 of its responsibilities under the Environmental Protection Agency's final rule and notice on ASBESTOS-CONTAINING MATERIALS IN SCHOOLS (U.S.C. sec. 203, Title II, Toxic Substance Control Act: Asbestos Hazard Emergency Response Act (AHERA 1986)).

Briefly, EPA's ruling required NDSD to identify asbestos-containing building materials in its buildings and to initiate appropriate actions to control release of asbestos fibers. It required that specially trained persons conduct inspections for asbestos, develop a management plan, and design and conduct abatement actions to control asbestos. NDSD embarked on the following in-house program, fulfilling its responsibilities to date in protecting the health of the students and staff, and saving many thousands of dollars in contracted services during the biennium.

. . .April 1988 - Physical plant director and a heating plant operator were certified as Asbestos Workers, Inspectors, and Planners after completing EPA approved courses on Asbestos Abatement sponsored by the State Health Department and presented in Bismarck by the University of Florida.

. . .May 1988 - Physical plant director was certified as an Asbestos Contractor/Supervisor after completing the required EPA approved training course presented in Aurora, Illinois, by Hall-Kimbrell Environmental Services.

. . .June 1988 - Required EPA approved equipment and supplies were purchased. Certified staff members removed the asbestos from the old boys' dormitory in preparation for its razing.

. . .July 1988 - Through courtesy of the Devils Lake Public Schools, NDSD maintenance staff received the required 16-hour, EPA approved Awareness Training; custodial staff received the required 2-hour training.

. . .September 1988 - Inspections of buildings were completed by certified staff members.

. . .October 1988 - Management Plan was written by certified staff members and filed with the State Health Department.

. . .November 1988 - Management Plan was accepted by State Health Department and implementation of abatement activities began.

MAJOR IMPROVEMENTS TO BUILDINGS AND GROUNDS

Contracted Projects:

. . .BOYS' DORMITORY - The old boys' dormitory built in 1923 and no longer in use was razed at no cost to the school by the North Dakota Air and Army

Old Boys' Dormitory before razing

National Guard as a training project in July and August, 1988. Its site now enhances the beauty of the campus and the open expanse serves the students as an inviting playground. The school is indebted to the National Guard for the major improvement.

. . .SCHOOL BUILDING - New energy-efficient, double-hung windows were installed in the classroom building to improve ventilation and to reduce heat during the warm spring and fall days. New gutters and downspouts were installed.

. . .NEW ROOFS - New roofs were installed on the resource center, main garage, and canopy over the entrance to the Administration Building/Dormitory.

. . .STREET IMPROVEMENTS - The City improved and repaired 14th Street West along the south boundary of the campus.

. . .CAMPUS ROADS - Cracks in the paving on the campus roads were filled. A seal coat was applied to the areas around the laundry, infirmary building, and garages.

Projects completed by the school maintenance staff:

. . .SCHOOL BUILDING - Glass block windows (32) were removed from the classroom building and frames were built and installed for new windows.

. . .ADMINISTRATION BUILDING/DORMITORY - The old inefficient casement windows were replaced with 117 energy-efficient, double-hung windows. A new recessed ceiling (acoustic tile) was installed in the assembly room.

. . .NEW DORM - The sleeping rooms in the new dormitory were remodeled into larger, more comfortable rooms with more privacy. Automatic thermostat and steam valve were installed.

. . .RESOURCE CENTER - The open classroom areas in the Resource Center were remodeled into a computer laboratory and two traditional classrooms.

. . .BOYS' DORM was readied for demolition; site was landscaped after demolition.

SALE OF LAND

The Director of Institutions was authorized by the Fifty-first Legislative Assembly (HB 1650) to sell the school's remaining cropland (approximately 20 acres) to the Devils Lake School District for school purposes and to use the proceeds for a special project for NDSD.

IDENTIFICATION OF TRENDS

The North Dakota School for the Deaf, while recognizing its primary responsibility to the children served on campus and in the Parent/Infant Program, continued to move from its traditional role as an educational service provider to students aged 0 to 21, to that of a resource center on deafness serving the needs of the hearing impaired statewide. Thus, Outreach Services have expanded to meet the increasing needs of other agencies.

By utilizing existing services, and reallocating resources, the school is expanding its service responsibilities. Several areas have been targeted for future programming.

Education for hearing impaired adults in North Dakota is practically nonexistent. The North Dakota School for the Deaf is looking at the provision of programming for this segment of the population. Areas to be addressed may include adult retraining, pre-college remediation, and Adult Basic Education.

In the same manner, the issue of the multiply handicapped hearing impaired population must be addressed. Too often programs for these citizens focus on their other handicaps while ignoring the deafness. The North Dakota School for the Deaf may provide on-campus programs and off-campus assistance to other programs serving this population.

The Parent/Infant Program has expanded through the use of contracted services with individuals in cities where the children reside. In this manner, through coordination and supervision from NDSD, regular access to the parent/infant teacher occurs with professional support from NDSD.

The supportive work program for hearing impaired students continues to expand. One goal of any school should be to graduate individuals who have skills for employment. One of the better places to foster good work habits and attitudes is in the workplace. Therefore, the school has expanded its programs in this area. Supportive/cooperative work agreements with local employers assure that all students have access to this program. Not only do the students gain from regular contact with the workplace, but many barriers between the public and the deaf are removed.

The school has expanded its summer programming so better utilization of the facilities occurs and more educational opportunities are presented to students. Summer programs presented have included. . .

. . .summer camp for hearing impaired children
. . .summer workshops for professionals
. . .extra help for multiply handicapped children
. . .Family Learning Vacations

Expanded parent services have been provided. As parents are probably the most important component in the education of their children, extra effort has been made to provide assistance to parents in helping to educate their hearing impaired offspring. Workshops, both on-campus and off-campus, have been held for parents on a variety of topics.

The school also has expanded its role in community education. Not only have members of the community become more involved in the activities of the school, but the school has taken a more assertive stance in reaching out to the community in its education efforts. The school has provided educational services by providing classes in sign language, deaf culture, and so forth. The school also has become an active part of the community.

Finally, and perhaps most importantly, the school has expanded its networking role with other agencies in the state. The Coalition of Service Providers to the Hearing Impaired has expanded so that all hearing impaired citizens are served in the best possible manner. Through resource sharing, consultation, and assessment and evaluation, the North Dakota School for the Deaf has improved the service delivery to many hearing impaired youngsters.

The North Dakota School for the Deaf is addressing the issue of mainstreaming directly by expanding its services while at the same time providing a 24-hour communication environment and appropriate support services by qualified staff. In addition to providing programming to integrate hearing impaired youth with their non-handicapped peers, expansion continues in programming for parents and infants, adults, the multiply handicapped, and the community at large. Finally, expanded services are provided to other agencies and to local education agencies through networking so that all youth in the state are better served.

Increased emphasis must be given to programming in the area of telecommunications. Computer literacy is no longer a luxury in today's society—it is a necessity. Therefore, the school is making affirmative strides toward providing appropriate, up-to-date training in this important area for students and for staff.

The school has taken steps to become a regional training center for individuals working with hearing impaired youth. Through on-campus and off-campus workshops and by working cooperatively with other agencies, training is provided to personnel statewide who provide services to hearing impaired children. Additionally, in cooperation with Gallaudet University, the North Dakota School for the Deaf is providing graduate level coursework for teachers who work with hearing impaired children.

We envision a time when the North Dakota School for the Deaf, with its wealth of knowledge, resources, and qualified staff, will provide services statewide to the hearing impaired so that all hearing impaired citizens will be better served.

STAFF AND STUDENT RECOGNITION

STAFF

Diane Rice, Instructor, was named Outstanding Member of the North Dakota Association of Vocational Education Special Needs Personnel for the 1988-89 school year.

STUDENTS

Ross Jandt, Elizabeth Schmaltz, Jermey Boutiette, Greg Sagstuen, Derrick Hedstrom, and Laura Sagstuen received awards for their art entries in the 1987-88 ND Student Art Show and Artistic Discovery - U.S. House of Representatives Show.

Tanya Kuntz, Jonathan Torgerson, Ross Jandt, and Stephanie Renner received awards from the 1988-89 ND Students Art Show honoring Governor Sinner.

In the Artistic Discovery (Byron Dorgan), Lisa Lapp's entry hangs in Dorgan's home office and Pamela Nohr and Elizabeth Schmaltz received honorable mention.

State of the Arts (Quentin Burdick) selected Melissa Davis's entry for the home office and Tanya Kuntz received honorable mention.

Jeremy Johnson received an honorable mention for Northern Visions (Kent Conrad).

Brian Billman was named 1988 Midwest Athlete of the Year by the Midwest Athletic Association of the Deaf.

ALUMNI

Gary Sagstuen, 1974, was one of 20 handicapped persons in the United States to be nominated to receive an Outstanding Federal Handicapped Employee Award.

Drexel Lawson, 1976, was given the President's Award as a distinguished student at South Seattle Community College at his graduation (diesel & heavy equip. mechanics).

Brian Billman, 1988, took fourth place in the long jump in the World Games of the Deaf in New Zealand in January 1989. Darrell Coyle, 1980, placed fifth in the long jump.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAMS

Major Projects	$ 84,783	
Auxiliary Services	832,281	
Administration	644,782	
Resident Living	457,450	
Student Weekend Transportation	201,585	
Education	1,542,455	
1987-89 Costs By Programs		$3,763,336

COST SUMMARY BY OBJECT

Salaries & Wages

Salaries & Wages	$2,266,166	
Fringe Benefits	600,282	
		$2,866,448

Operating Expenses

Data Processing	317	Moving Expenses	1,011
Travel	29,458	Advertising	1,330
Travel - non-employee	161,289	Dues & Memberships	4,181
Motor Pool Car Mileage	44,538	Extermination Services	1,000
Conference Expenses	145	Prof. Development	7,759
Water, Sewage, Garbage	7,327	Tuition Fees	1,971
Coal	3,587	Other Misc. Fees	15,667
Natural Gas	73,399	Office Supplies	4,272
Heating Oil	28,845	Books	3,413
Electricity	31,993	Periodicals & Subscriptions	3,074
Office Equip. Rental	12,457	Educational Supplies	42,555
Postage	5,632	Food Supplies	53,408
Telephone	18,330	Drygoods	2,150
Repair Equip. - Other	12,167	Dishes	96
Service Contracts	21,065	Laundry Supplies	2,320
Repair Bldgs. & Grounds	47,681	Janitorial Supplies	8,389
Medical Services	5,692	Hardware & Bldg. Supplies	25,792
Audit	1,877	Paint	86
Mgt. & Cons. Services	7,248	Plumbing Supplies	1,800
Prof. Fees Not Classified	24,085	Electrical Supplies	1,446
Property Insurance	8,187	Equip. Repair Parts	6,013
Liability Insurance	676	Misc. Supplies	16,646
		Fuel & Oil - Vehicles	10,337

Total Operating Expenses $760,711

Equipment			
School Equipment	32,116		
Equip. under $300	1,911		
Office Machines	3,949		
Mach. & Other Equipment	13,418		
		$51,394	
Major Projects			
Misc. Bldg. Improvements	53,758		
Misc. Bldg. Repairs	26,627		
Special Assessments	4,398		
		$84,783	
			$3,763,336

SUMMARY OF FUNDING

General Fund	$3,299,191	
Special Funds	$ 464,145	
1987-89 Total Funding		$3,763,336

RESOURCES AVAILABLE

Books, journals, filmstrips, videotapes, and phamphlets addressing issues and and information about deafnesss and communication are available to students, parents, and professionals. As a regional depository for Captioned Films for the Deaf, NDSD houses and circulates approximately 1200 educational movies and 200 educational VHS tapes (approximately 75 off campus per month, approximately 35 on campus per month). NDSD also offers educational information and consultation, sign language instruction and some interpreter training and referral.

NDSD continues to publish **THE BANNER** three times per year. It is distributed to 440 individuals and agencies in North Dakota, the United States, and abroad. Each issue covers national concerns, school program descriptions, student projects, and staff opinions.

STATE OF NORTH DAKOTA

SCHOOL FOR THE BLIND

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 – June 30, 1989

ND SB NORTH DAKOTA SCHOOL FOR THE BLIND

500 Stanford Road • Grand Forks, ND 58201-2799 • Phone (701) 777-4144

RICHARD L. RAYL
Director of Institutions

CHARLES R. BORCHERT
Superintendent

EMOLYN S. SKINNER
Director of Administration

ROBERT A. SYVERSON
Director of Resident Living

DIANA VEBARES BOYLE
Educational Program Coordinator

October 6, 1989

Richard L. Rayl
Director of Institutions
State Capitol Building
Bismarck, ND 58501

Dear Mr. Rayl:

In compliance with North Dakota Century Code 54-21-09 and in accordance with the regulations of the Director of Institutions, the 1987-89 Biennial Report of the North Dakota School for the Blind is submitted.

The report describes the School's current status, accomplishments for the biennium, and directions for the future. This report will provide insight into the caring and professionalism which characterize the services provided by the staff of the North Dakota School for the Blind.

I thank you and the staff of the office of the Director of Institutions for the continued loyal support and assistance given through the years. You have been extremely helpful and supportive.

Respectfully submitted,

Alan J. Mealka
Superintendent

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STATEMENT OF PHILOSOPHY

The North Dakota School for the Blind is a residential school for visually impaired and multihandicapped-visually impaired school age children. The school also provides pre-vocational and other needed services to young adult deaf-blind individuals. Any child whose visual limitation is such that he or she can benefit from the educational experience at the school may do so at no cost. The school is under the direct supervision of the Director of Institutions and is financed by state appropriation, Title I, P.L. 100-297; and other federal funds. Tuition, board, room, laundry, ordinary medical care and special education materials, aids, and devices are provided to parents without cost.

The North Dakota School for the Blind is also the Instructional Resource Center for all visually impaired students in public school programs. As part of the Outreach Program, large print and Braille textbooks, recorders, tapes, and other electronic reading devices are made available to visually impaired students in public schools throughout the State of North Dakota. Other services provided by the Outreach Program include educational evaluations, low vision services, and an early childhood and preschool program.

The primary purpose of the school is to give the North Dakota blind and multihandicapped-visually impaired the broadest and fullest opportunity of acquiring educational skills and effective means of communication for developing character and personality traits essential for good citizenship. Certified teachers are employed in all areas of training.

The program at the North Dakota School for the Blind includes a Kindergarten through 12 year regular school program, a preschool program, a program for multihandicapped and deaf-blind, and related services which include: daily living skills, orientation and mobility, speech and language therapy, occupational therapy, and physical therapy. Programming is also provided for young adult deaf-blind individuals. The Outreach Program for visually impaired public school children includes an instructional resource program, child evaluations, low vision services, an early childhood/preschool program, specialized equipment and consultant services.

The North Dakota School for the Blind works cooperatively with other supporting groups including the University of North Dakota, Human Services, Job Services, Grand Forks Public Schools, the Medical Center Rehabilitation Hospital, the Foster Grandparent Program, Library for the Blind and Physically Handicapped, the Special Education Department of the North Dakota Department of Public Instruction, and Services for the Visually Impaired.

The North Dakota School for the Blind shall make every effort to protect and provide all rights provided by law to visually impaired students, parents, and the general public as specifically outlined by federal and state mandates.

INTRODUCTION

The end of the 1987-89 biennium marked the 81st year for the North Dakota School for the Blind. The past 81 years have marked many changes and progress for our school. At one time, the North Dakota School for the Blind was the only facility in the state providing educational services for the blind and partially sighted. Today we are joined with numerous school districts, the State Department of Public Instruction and other community agencies to work cooperatively in providing educational services to North Dakota's visually handicapped children.

The transition from being the only agency to provide services to the visually impaired to one that also serves public schools has brought about the Instructional Resource Center, which provides Braille and large print textbooks to visually impaired in the public schools. The Outreach Program provides vision screenings, assessments and evaluations, and consultant services to teachers, administrators, and parents of blind and visually impaired school children across the state.

The transition has broadened the mission of the school. We now serve approximately 200 children in public schools, as well as 32 children who attend the school in Grand Forks. The State of North Dakota is now our school yard with the facility of the North Dakota School for the Blind the center that provides the expertise which provides every blind and visually impaired child an education so that he or she can survive in today's fast moving society.

Charles Borchert retired at the conclusion of the 1988-89 school year after 16 years of service to the North Dakota School for the Blind and 25 years of service to the state of North Dakota. During Mr. Borchert's tenure, the school broadened its role to include the provision of services to the visually impaired students throughout the state. In addition, the school expanded its programming to include services for multihandicapped visually impaired children, preschool and infant visually impaired children, and young adult deaf-blind individuals.

Alan J. Mealka, Superintendent of the North Dakota School for the Deaf, assumed the superintendency of NDSB on July 1, 1989.

BIENNIAL REPORT

Function and Structure

CONSTITUTIONAL RESPONSIBILITIES

Chapter 25-06-01

There shall be maintained at Grand Forks, in Grand Forks County, an institution for the education of the blind which shall be known as the North Dakota School for the Blind.

Chapter 25-06-02

The School for the Blind shall receive and educate blind or partially blind children who are residents of the State, and who, because of their handicap, are not able to receive their education in the public schools of this state.

Chapter 25-06-03

The superintendent of the North Dakota School for the Blind shall possess such qualifications, educational and otherwise, as in the opinion of the Director of Institutions, will fit him to instruct and minister the needs of blind persons.

Chapter 25-06-04

Qualifications for admission to the School for the Blind -- Residents of state entitled to free education.

Applicants for admission to the School for the Blind must be blind or partially blind and unable to make suitable progress in the public schools of the State. The superintendent, with the approval of the director, may determine the age required for admission. The superintendent shall furnish application blanks upon request, and no persons shall be admitted to the institution until the application giving such information as the director may require has been returned to and approved by the superintendent of the School for the Blind. An applicant admitted to the School for the Blind shall be entitled to transportation provided by the School as provided in the student's individualized education program at a rate not to exceed that paid state officials. Each such applicant who is a resident of this State and who, because of his handicap, is unable to receive an education in the public schools, shall be entitled to receive an education in the School for the Blind at the expense of the state.

Chapter 25-06-05

Admission of nonresidents - Blind children of suitable age who are not residents of this state shall be entitled to an education in the School for the Blind upon payment in advance of the cost of such education as shall be determined by the

Director of Institutions from time to time. Nonresident children, however, shall not be received to the exclusion of children who are residents of this state.

Chapter 25-06-06

Transportation of indigent persons - repealed - 1979.

Chapter 25-06-07

Instruction at School for the Blind - The superintendent of the School for the Blind shall provide employment for the pupils at the School for the Blind. Such pupils shall receive instruction in general subjects as well as in vocational training. The proceeds and products arising from the labor and employment of the pupils of the School for the Blind shall insure to the use and benefit of the School for the Blind.

Chapter 25-06-08

Account for clothing - How collected - The furnishings of clothing and incidentals to residents of this state who have been admitted to the School for the Blind shall be governed by the applicable provision of sections 25-07-08 and 25-07-09, and reimbursement to the institution for clothing and incidentals furnished by it shall be made in the same manner as provided in such sections.

Chapter 25-06-09

Blind persons - Duty to report - It shall be the duty of every public school superintendent, physician, ophthalmologist, oculist, optometrist, nurse, clinic, hospital, and social and welfare agency in this state to report in writing to the superintendent of the North Dakota School for the Blind the name, age, and residence of persons under the age of twenty-one years who are blind within the definition of blindness set forth in this section, and in such cases to furnish such additional pertinent information as the superintendent of the North Dakota School for the Blind may request. All reports shall be forwarded to the superintendent of the School for the Blind within thirty days after diagnosis, examination, or discovery. (For the purpose of this chapter, a blind person shall be defined as one who is totally blind or whose central visual acuity does not exceed twenty/two hundred in the better eye with corrective lenses, or the widest diameter of the visual field is no greater than twenty degrees.

PROGRAMS AND ACTIVITIES

Preschool Program

The Preschool Program provides services to visually impaired and multihandicapped children, 2-6 years of age.

Individual programs are written for each child and are implemented to develop growth in all areas. The Preschool Program works on developing and enhancing skills in the areas of vision, cognition, language, socialization, daily living, gross motor and fine motor development. The preschoolers also are involved in such activities as music and swimming. The Program tries to provide as much individualized instruction as possible, so that each child has the opportunity to achieve their fullest potential.

The Preschool class is integrated into the Center for Teaching and Learning (CTL) through the University of North Dakota. CTL is housed at the North Dakota School for the Blind on Monday, Wednesday, and Friday mornings. The preschoolers are involved in various activities which provide excellent learning experiences for the students. Non-handicapped and handicapped students are integrated together which provides for a great deal of interaction.

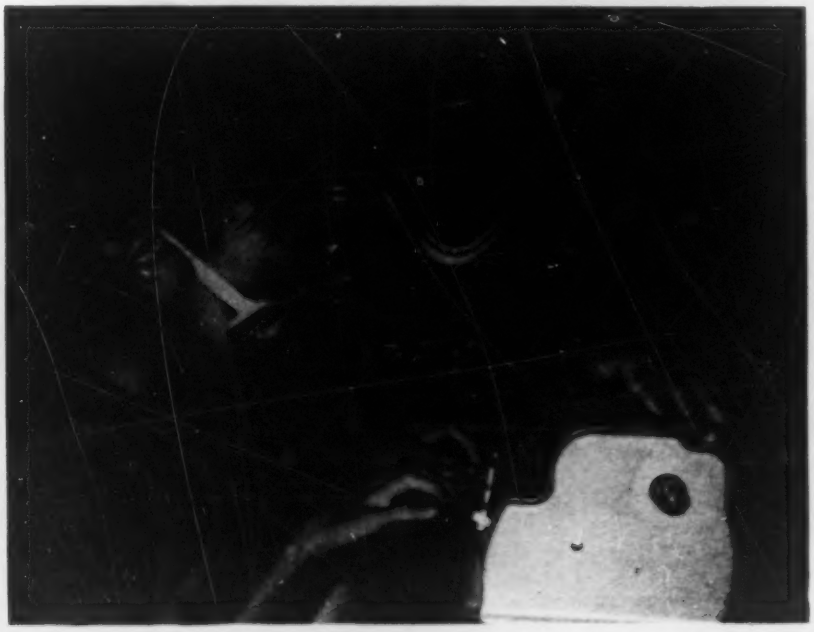
The K - 12 Program

Most visually impaired children of school age are now in public schools and are being served by the North Dakota School for the Blind Outreach Program and, in many cases, by a certified teacher of the visually impaired in the local school district. However, there are still those students whose needs, as determined by assessments, require a greater frequency or duration of specialized assistance from a certified teacher of the visually impaired than can be provided in the public school setting.

Students who are visually impaired have two distinct educational needs. The first of these, appropriate instruction in academic subjects, can be met in the public school setting, provided that the student has the necessary preparation and the regular classroom teacher has access to an expert in education of the visually impaired. The second need is for a curriculum related directly to coping with vision loss. Such subjects as Independent Living Skills, Orientation and Mobility, Social and Recreational Skills, Career Education, and Use of Technology are taught, using methods unique for this population.

Many students who need intensive training in literacy skills or intensive instruction in the skills of blindness benefit from time spent at the North Dakota School for the Blind. As the student's needs change, the student may move back into the public school.

The North Dakota School for the Blind has provided academic courses for students during the last biennium. Students were served in the elementary and junior high school programs. Currently, some course work is provided through a cooperative program with Grand Forks Public Schools, where students participate in classes with support from the North Dakota School for the Blind's staff.



The primary function of the K-12 Program is to develop the whole student. We are a placement option for those requiring time in a segregated setting in order to master both the skills necessary for accessing the regular curriculum, and for specialized instruction in areas of the curriculum unique to the visually impaired student.

Multihandicapped/ Visually Impaired Program

The Multihandicapped/Visually Impaired Program serves students 6 to 13 years of age, with a range of handicaps which include vision and/or hearing impairments.

This program is planned to include a wide range of areas to meet each student's total needs. Each student's Individualized Educational Plan (IEP) includes implementing communication systems, cognitive development, fine and gross motor programs (which include utilizing positioning equipment in the classroom, as well as during direct therapies), vision enhancement programs, oral and tactile stimulation programs, behavioral programs, and daily living skills, which includes eating, dressing and toileting skills.

The program also trains leisure/recreation skills and music development. Prevocational skills are woven throughout the program in classroom activities and occupational therapies. A functional community-based outing is also planned for each student on a routine basis.

The primary function of this program is to prepare these students to live as independently as possible and to participate and interact as much as possible within their own environment.

Deaf-Blind Program

Presently there are ten adult deaf-blind students in the program. It is planned that a number of these students be placed in community-based programs in the near future. The North Dakota School for the Blind will work with the developmental disabilities coordinators around the state to accomplish these placements. Thus far, two students have been placed in the Grand Forks Development Homes Program. These particular students spend their day in activities at the North Dakota School for the Blind and reside with others in the group home.

The major areas in which students work to develop skills are: domestic, community, communication, vocation, leisure/recreation, and social skills. A majority of these students participate in a ten week summer school program, since regression is evident when they do not receive year-round programming. Summer school assists in maintaining skill levels achieved throughout the school year.

Prevocational Program

The purpose of the prevocational workshop is to prepare visually impaired/multihandicapped students for their future placement in community employment, sheltered workshops, or day activity centers.

The overall emphasis of the program is to provide job exposure and prevocational training in as many areas as possible in order to determine each student's interests and aptitudes. We do some production activities, however, the major emphasis is on exposure and training - not on mass production.

Many students participate in job experiences in-house, such as: pop machine attendant, sanitation engineer, daily attendance collector, music room aide, clerical assistant, errand person, locker room attendant, and laundry aide. Many students also participate in community job exposure sites.

Instructional Resource Center

The Instructional Resource Center for the Visually Impaired (IRC), is a statewide centralized depository for specialized materials and information relating to the education of the visually impaired.

The IRC is a part of the Media Center at the North Dakota School for the Blind, serving students throughout the State of North Dakota. The IRC provides specialized materials that enable students who are blind and partially sighted to be educated in their own communities. Sources for large print and Braille textbooks are identified for mainstreamed students and loaned. Recreational reading materials in large print and Braille, tangible aids and equipment such as Braille writers, are also loaned free of charge to educational agencies that serve the visually impaired. All books and materials are loaned at the beginning of each school year and returned when the student has finished with them.

Consulting via telephone on products and product information for teachers, parents and adults is another component of the IRC.

Realizing the importance of technology as it relates to careers and a better quality of life for persons who are visually impaired, the IRC is becoming a demonstration and evaluation center for some of the specialized equipment, such as: Kurzweil Personal Reader, Optacon, Closed Circuit Television (CCTV), Communication Boards, and Switches to access Computers and Adapted Toys.

The Outreach Program, a component of the IRC, has been in effect the past two bienniums. It is slowly becoming an enormous success because the program is able to assist families, teachers, schools, special education districts, and agencies with any concern arising from the educational process of the student. Information is shared that enables these individuals to provide the most optimum instructional program both at school and in the home. In addition, psychological evaluations can be done by arranging those services with the staff. Assistance with the Individual Education Plan and educational placement is also available.

This past biennium, the North Dakota School for the Blind has been involved with the vision component of the comprehensive screening process all preschoolers have to undergo when enrolled in the Grand Forks Public School System and the University of North Dakota's Center for Teaching and Learning (CTL). Assistance with the Individual Education Plan and educational placement is also available.

As a result of P.L. 94-142, the North Dakota School for the Blind primarily began serving academic students mainstreamed in their local education district. However, with the push to get students "mainstreamed", the North Dakota School for the Blind had to undergo a "restructuring of sorts" and as a result geared their instructional base to serve the severe and profound multihandicapped students who were unable to be properly served in their special education districts. NDSB began hiring qualified professionals to work with this population. NDSB staff is called upon to lend their expertise because special education districts are also being forced to begin programs for the multihandicapped in their areas. A couple of districts have already begun to provide programs in their home districts. Parents also request that their child be served closer to home.

The North Dakota School for the Blind publishes the newsletter Reaching Out, which shares with the individuals, cited above, what new information is available. Whether it is the latest in computer technology, adapted materials, or resources, this information is quite beneficial.

The North Dakota School for the Blind presently serves approximately 200 students through Outreach across the state, including twelve students using Braille.

The Outreach Program currently serves public school students in the following ways:

* Materials (textbooks of large print or Braille) sent: 820
* Visits for Screening, Assessments/Evaluations or Consultant Services: 340
* On-site Evaluations: 157
* Telephone contacts regarding resource materials: 510

As a result of the Outreach Program, the North Dakota School for the Blind found that there is a closer interagency collaboration between public school administrators and teachers, Special Education Directors and related agencies, and parents of the visually impaired. In addition, NDSB works closely together with developmental disabilities coordinators in developing long range plans for students through the Individual Education Plan (IEP).

Although we primarily serve students from birth to 21 years of age, the North Dakota School for the Blind also sponsors a Visually Impaired - Adult Computer Technology Group (VI-ACT). VI-ACT meets approximately six times a year. The goal is to provide an opportunity to discuss various technologies as they pertain to the visually impaired in the work place or educational setting. NDSB has a technology specialist on staff who is able to share her expertise with a growing number of interested consumers.

Parent-Infant Program

In the past biennium, the Parent-Infant Program has continued to provide support services to parents of blind and visually impaired children from birth through two years of age. This program continues to be funded through a grant from the Department of Human Services.

The goals of the program include early identification and intervention of visually impaired children, and assistance to families by providing parent training and consultation. In addition, the program offers emotional support to families and helps assure the family's involvement by encouraging a positive attitude toward developing the child's independence and potential.

Through this program, some additional services are:

1. Functional Vision Evaluation
2. Consultation and Technical Assistance
3. Lending of equipment, materials, and toys to supporting agencies and families
4. Resource Materials
5. Staff Training
6. Follow-Up and Follow-Through
7. Environmental considerations in the home
8. Sensory Skills Training
9. Pre-orientation and Mobility Training
10. Assistance to families in locating and transitioning their child into appropriate educational programs when the child reaches three years of age.

Target Population:

Infants and toddlers between the ages of 0 through two years of age, whose primary handicapping condition is vision would qualify for a home based teaching program. In addition, we provide, on request, consultations and resource materials to families and agencies who are involved with visually impaired multihandicapped infants and toddlers.

NEW PROGRAMS

During the past biennium, the North Dakota School for the Blind has undergone a few changes to serve students with visual impairments to an even greater degree. Aside from reassignments of staff to meet the increasing in-house needs of the students, NDSB has also been involved in bringing in students presently being served in the public schools to participate in a one week long "Summer Adventure."

The North Dakota School for the Blind began hosting "Summer Adventure" two years ago. It was primarily developed to assist students with visual impairments (partially sighted or blind) functioning at or near grade level. The students were involved in a variety of educational and recreational activities. NDSB found there was a great need for students in the public schools to obtain more individualized instruction in areas such as daily living skills, communication, orientation and mobility, specialized equipment, such as computers with synthetic speech, awareness of careers, appreciation of music, and a comprehensive recreation and leisure program.

"Summer Adventure" was found to be quite successful because it enabled students to participate in a program and meet other peers. Students were able to share similar interests and have more in-depth learning. In addition, a number of students developed long lasting friendships, which are still going strong.

The North Dakota School for the Blind also has been involved with the integrated preschool class from the University of North Dakota's Center for Teaching and Learning (CTL). The CTL Preschool is an integrated classroom with approximately half of the students being handicapped and the other half non-handicapped. The CTL Preschool Program has been housed at NDSB since January, 1988.

The program provides a good learning environment for both handicapped and non-handicapped children. Handicapped children are able to model their non-handicapped peers, while the non-handicapped learn to accept their handicapped peers as equals. Some of these handicapping conditions include: blind or visually impaired, hearing impaired, multiple handicaps, speech and language impaired, mentally retarded, and social/emotional behavioral difficulties.

The integrated program creates a positive learning experience and provides the least restrictive environment for NDSB preschoolers.

FUTURE DIRECTIONS

Students enrolled at the North Dakota School for the Blind are, for the most part, severely multihandicapped, needing the services that are provided at the school. The placement decision for every child is reviewed annually by a committee consisting of the parents, local public school personnel, the developmental disabilities coordinator, the local special education director and staff of the North Dakota School for the Blind. Placement at the North Dakota School for the Blind is a decision of this group after alternative placements have been considered. In most instances, the final decision for placement at the North Dakota School for the Blind is made because no other facility considered can offer the services provided by the School.

The trend to provide continued services at the North Dakota School for the Blind to these students who cannot be placed in community programs will continue, as population trends show that more "at risk" children are born with sensory impairments than ever before.

Services to visually impaired children within the normal range of intelligence will continue to be provided through the Instructional Resource Center, the Outreach Program and the K-12 Program.

The North Dakota School for the Blind is in transition. Effective July 1, 1990, the residential program at the school will be phased out. Students currently attending the School on a residential basis will live in group homes in the Grand Forks area and attend the School on a day basis. In addition, the Adult Deaf-Blind Program is scheduled to be phased out on July 1, 1990. Thus, after 82 years as a residential school for the blind, the school will provide day programming only.

As the North Dakota School for the Blind enters the final decade of this century, we face the future with hope that services of the highest quality may be provided to all visually impaired citizens of the state of North Dakota. Therefore, the school is moving affirmatively to become the resource center for the visually impaired in the state. In addition to the school's current role as the Instructional Resource Center for the state, the School's Outreach Program will expand its role in the state to meet this challenge. Service enhancement will include the following:

* Summer and weekend programming will be expanded to meet the

growing need for athletic and socialization programs for blind and visually impaired youngsters in the public schools.

* Parent-infant programming will expand to provide more intense in-home services to visually impaired infants and their families.

* Preschool programming for visually impaired children and their sighted peers will continue.

* The adult deaf-blind sheltered workshop will provide day programming to adult deaf-blind and blind individuals.

* Consultation services to local school districts will be enhanced so that quality services in the home school district may be provided for many visually impaired youth.

* The school will expand its role of a short-term assessment and diagnostic center for multihandicapped children in the state.

* Regional workshops on vision impairment will be held for parents and professionals working with visually impaired youth.

* Proceed on the Parent-Infant Program to provide services to families with visually impaired children 0 through two years of age.

* Continue to provide services to preschool visually impaired children with the objective to place in community programs.

* Develop a "sheltered workshop" environment in the prevocational program.

* Provide summer programming to severely multihandicapped/visually impaired children where regression cannot be re-attained.

* Provide summer camp for public school visually impaired children who need additional help with orientation and mobility, social skills, daily living skills, computer operation, etc.

* Continue to provide services to local children, supporting them in the public school programs.

CONCLUSION

The North Dakota School for the Blind is a strong and valuable resource center for the state of North Dakota. Therapeutic and educational services are provided on campus for children who are visually impaired. Additionally, through the Outreach Program and the Instructional Resource Center, services are provided to children and to agencies serving the visually impaired throughout the state of North Dakota. The outstanding staff of the North Dakota School for the Blind is dedicated to the continued provision of the highest quality services to all visually impaired citizens of the state of North Dakota.

RESOURCES

Regular meetings are held for four major areas at the North Dakota School for the Blind. These include:

Departmental Staff, biweekly
Educational Staff, biweekly
Outreach Meeting, biweekly
Residence Hall Staff, biweekly

Minutes of all meetings are on file in the office of NDSB.

Brochures are prepared from time to time for distribution to the public. These include a sample Braille card and a comprehensive information packet explaining all available services. Brochures are available describing the **Instructional Resource Center**, the **Outreach Program**, and the **Parent-Infant Program.**

Field trips through the school are limited to health and career oriented groups. There are approximately one or two tours through the school every other week.

The school also makes the gym and therapeutic swimming pool available to outside groups that include water exercise for arthritics, special olympics, senior citizens, and handicapped groups from the Grand Forks community and the University of North Dakota.

National Accreditation Council
for Agencies Serving the Blind & Visually Handicapped

North Central Association of Colleges & Schools NCA

NORTH DAKOTA SCHOOL FOR THE BLIND

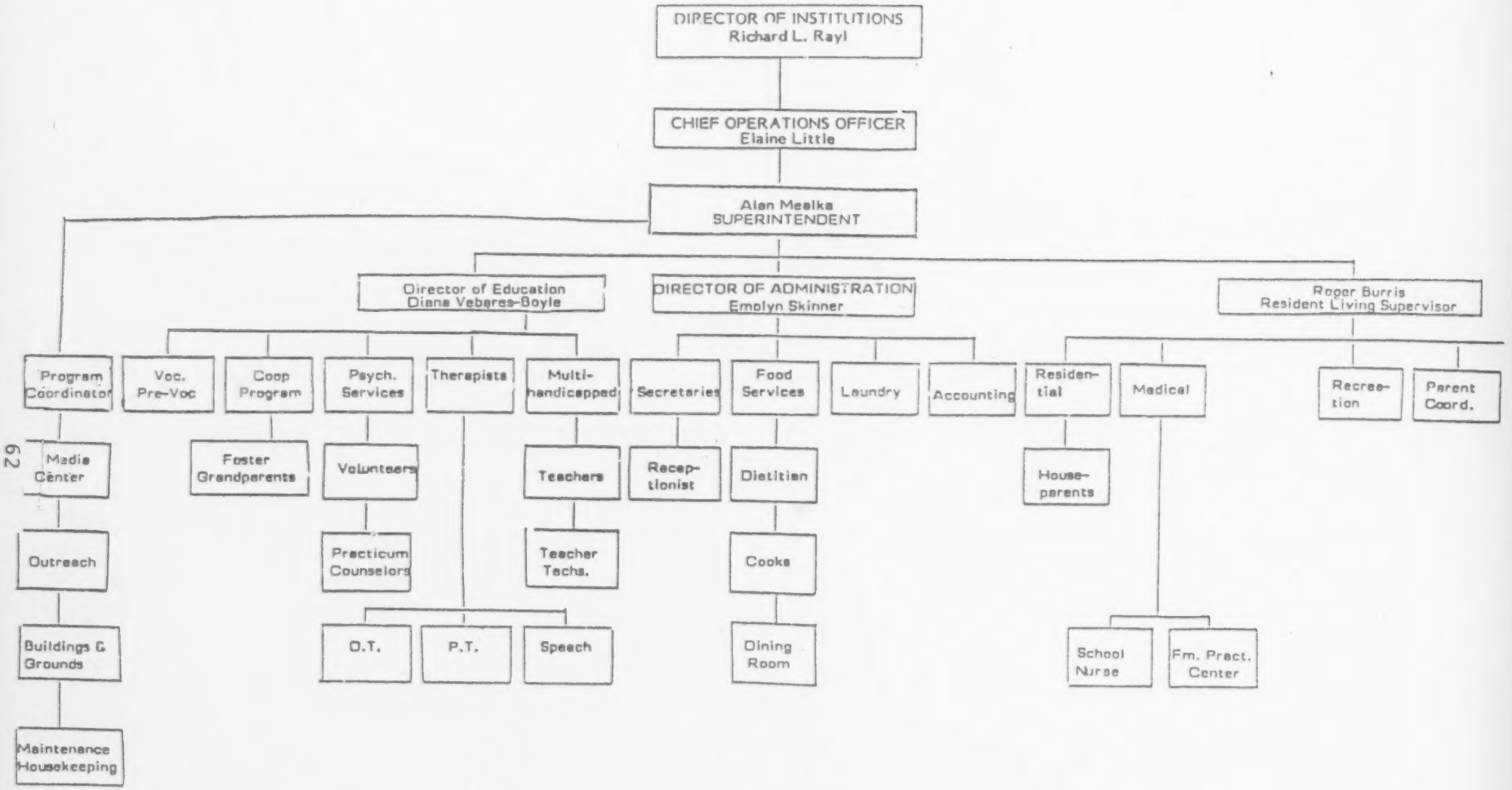
Expenditures July 1, 1987 to June 30, 1989

		Expenditures	
Program	400 - Building and Major Improvements	25,474	
	500 - Auxiliary Services	459,876	
	600 - Administration	381,515	
	700 - Resident Living	569,744	
	800 - Education	1,241,531	
	Total Expenditures		$2,678,140
Salaries and Wages		2,113,235	
	Sub Total		$2,113,235
Operating:			
	Travel	15,444	
	Data processing	126	
	Motor Pool	21,732	
	Student Transportation	95,638	
	Water, Sewage, Garbage	7,205	
	Electricity	21,715	
	Steam	77,559	
	Natural Gas	3,663	
	Postage	5,534	
	Telephone	15,463	
	Dues - Membership	1,429	
	Extermination Service	760	
	Laundry and Dry Cleaning	60	
	Repair Buildings and Grounds	4,757	
	Repair Equipment - Other	4,533	
	Service Contract - Office Equipment	4,898	
	Honeywell Service Contract	9,561	
	Audit	943	
	Medical - Hospital	3,088	
	Professional Services	58,107	
	Insurance	1,302	
	Miscellaneous Fees	18,964	
	Office Supplies	2,863	
	Central Supply	2,369	
	Printing	2,636	
	Books	3,984	
	Educational Supplies	21,455	
	Periodicals - Subscriptions	1,287	
	Dry Goods	1,510	
	Medicine - Drugs	4,761	
	Food	73,878	

Hardware - Building Supplies	23,870	
Janitorial Supplies	2,099	
Repair Parts	2,233	
Seed, Fertilizer	270	
Gasoline	6,559	
Dishes - Silverware	1,502	
Laundry Supplies	2,689	
Supplies not classified	1,308	
Sub Total		$ 527,754
Equipment:		
Office Machines	4,067	
Furniture and Furnishings	4,048	
Office Equipment Under $300	908	
Dorm Equipment Under $300	2,654	
Sub Total		$ 11,677
Major Improvements:		
Miscellaneous Fees and Services	335	
Building Improvements	25,139	
Sub Total		$25,474
Total Expenditures		**$2,678,140**
Revenue:		
Other Funds		$ 128,670
Institutional Collections		$ 296,019
General Funds		$2,253,451

NORTH DAKOTA SCHOOL FOR THE BLIND

ORGANIZATIONAL CHART



STATE OF NORTH DAKOTA

PENITENTIARY
STATE FARM
&
ROUGHRIDER INDUSTRIES

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 – June 30, 1989

NORTH DAKOTA STATE PENITENTIARY
P.O. Box 5521
BISMARCK, NORTH DAKOTA 58502-5521

Phone (701) 221-6100

October 31, 1989

Mr. Dick Rayl
Director of Institutions
State Capitol
Bismarck, ND 58505

Dear Mr. Rayl:

It is with great pleasure that I submit to you the Biennial Report for the North Dakota State Penitentiary, State Farm, and Rough Rider Industries. The report covers the period July 1, 1987, to June 30, 1989.

Sincerely,

Thomas D. Powers
Warden

wmb

Enclosure

NORTH DAKOTA STATE PENITENTIARY
NORTH DAKOTA STATE FARM
AND
ROUGH RIDER INDUSTRIES

BIENNIAL REPORT

July 1, 1987 to June 30, 1989

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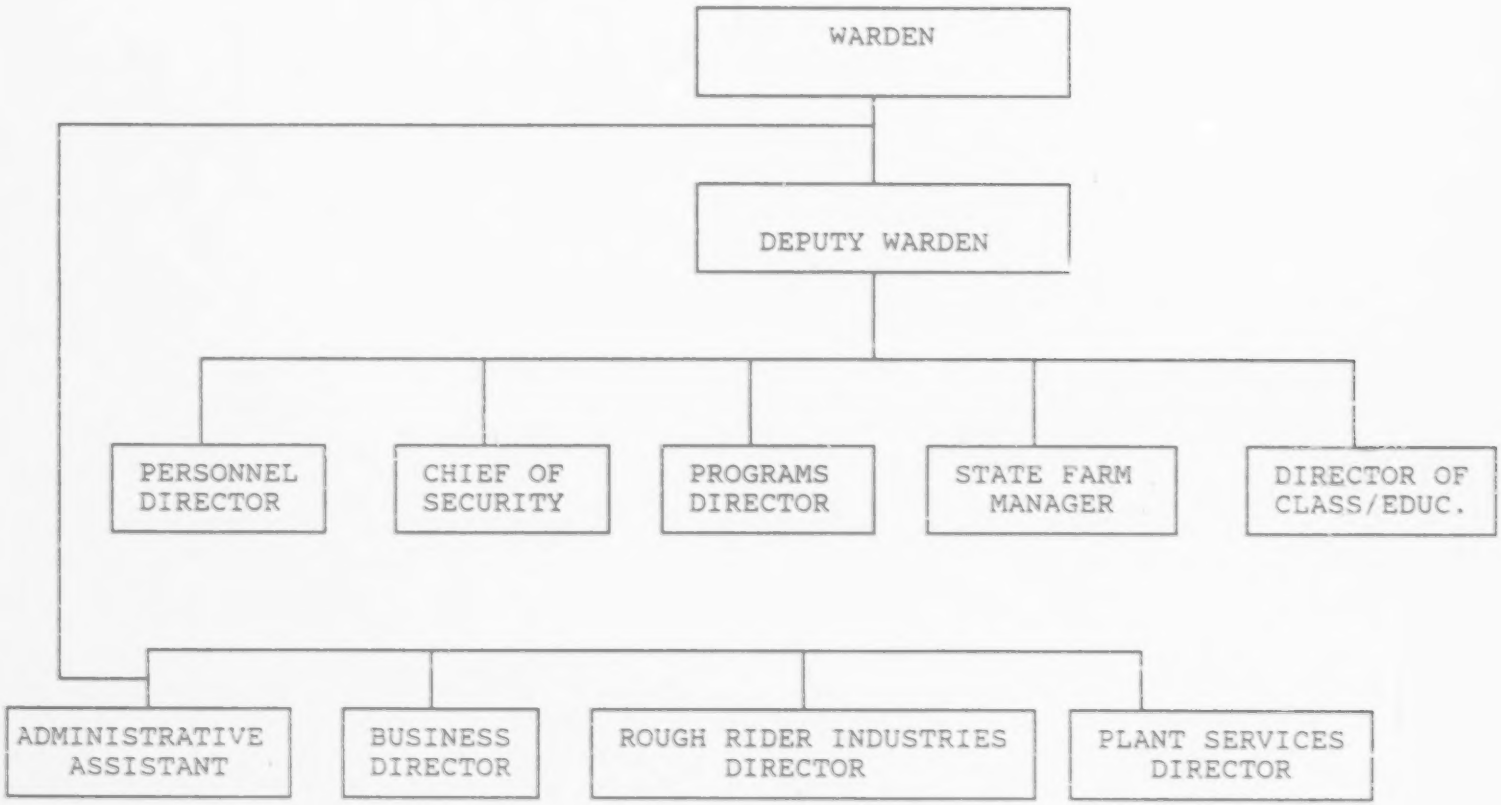
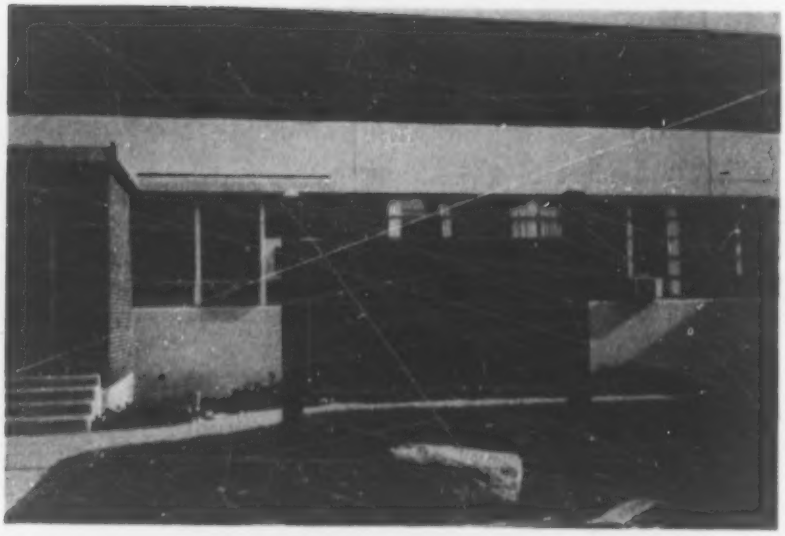
Effective 11/21/88

NORTH DAKOTA STATE PENITENTIARY

ORGANIZATIONAL CHART



STATE OF NORTH DAKOTA
North Dakota State Penitentiary
Bismarck, North Dakota



North Dakota
State Penitentiary

Statutory Responsibilities And Function

The North Dakota State Penitentiary exists in direct compliance with North Dakota Century Code statute 12-47-01 which mandates, "The Penitentiary located at the city of Bismarck in the county of Burleigh shall be the general penitentiary and prison of this state for the punishment and reformation of offenders against the laws of this state in which all offenders who are sentenced to imprisonment therein shall be confined securely and employed and governed in the manner provided by law".

Other statutes detailing responsibilities and functions of the institution are 12-47-02 through 12-48.1-04.

The State Farm, which is also under the administration of the Penitentiary, is provided for by statute 12-51-01 which mandates, "There is established a correctional institution for male violators of the law, to be known as the North Dakota State Farm".

Other statutes regarding the State Farm, its function, and purpose are from 12-51-02 through 12-51-11 in the North Dakota Century Code.

Major Goals Of The Institution

Our missions are as follows:

> The goal of the North Dakota State Penitentiary is to provide a safe and healthy environment for both staff and inmates. This is accomplished by maintaining proper custody, and offering the best work, education, and treatment programs possible, allowing inmates to apply themselves to the task of reintegrating back into the community.

The goal of the North Dakota State Prison Farm is to provide a safe and healthy environment for a minimum security inmate to apply himself to the task of rehabilitation. This is accomplished by maintaining proper custody, work programs, academic and vocational education, and treatment programs which effect a change in the inmate's behavior.

The mission of Rough Rider Industries is to provide meaningful employment to a maximum number of inmates in the production of quality products, and to do so at no additional expense to the state taxpayers.

Programs And Operations Designed To Meet These Goals

In order to meet the needs of the inmate population, our services are divided into several areas of operations: (1) Business Administration is responsible for the institution's biennial budget, expenditure control, personnel functions, inmate commissary, and inmate accounts. (2) Plant Services provides needed services for all buildings, utilities, and grounds maintenance. (3) The Classification and Education Department is responsible for classifying inmates into proper security levels, job assignments, developing and monitoring education programs, and unit management. (4) Rough Rider Industries provides work programs for inmates and develops skills to satisfy requirements of modern industries and agricultural operations. (5) The Security Department is responsible for the safety and security of the inmate population and staff. (6) The Programs Department is responsible for development of personal growth and rehabilitation programs for inmates, medical care, psychological and psychiatric services, religious programming, and treatment programs. (7) Administrative Services provides clerical support to the professional staff and also controls all functions of inmate records management. (8) The State Farm is a minimum security unit which serves to incarcerate inmates who have committed less serious crimes. The State Farm is supported by departments at the Penitentiary.

Summary Of Accomplishments, Results, Changes, And Activities

During this biennium, the North Dakota State Penitentiary administration was again changed. Warden Terry Haines resigned in April, 1988. Robert L. Coad and Jack D. Paul, were appointed as Co-Acting Wardens by Chief Operations Officer Elaine Little, during the interim between wardens. On September 19, 1988, Thomas D. Powers began as Warden of the Penitentiary and State Farm.

Having held various administrative positions in both adult and juvenile corrections in Pennsylvania and Florida, the Warden relates that corrections is a "people" business. Our ultimate goal is to produce better people so that those who depart our facilities do not return, but become solid citizens in the communities of our state.

Administratively, we have reorganized to insure effective management for our adult correctional facilities. This reorganization included a Deputy Warden and a Management Team, comprised of the managers of the major departments mentioned previously. We believe in management by objectives, and each Team

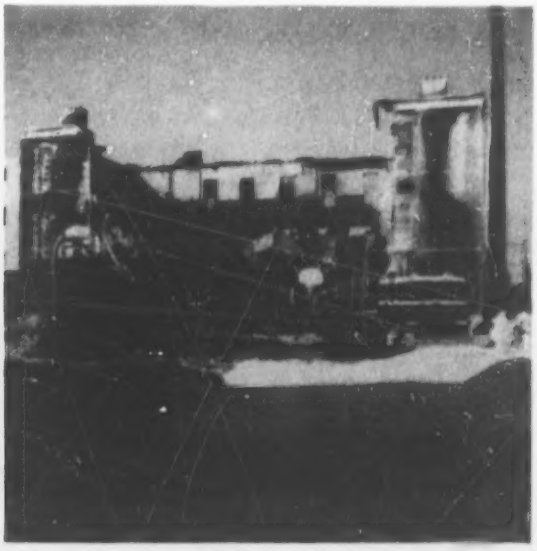
member has developed objectives to work on with their staffs. The Warden and Team members practice MBWA "management by wandering around" and are visible in all areas of the institution daily. This visibility promotes communication between staff and inmates and keeps management aware of day-to-day activities.

We have made impressive improvements at the State Penitentiary, State Farm, and Rough Rider Industries. We are employing a "unit management" concept, where inmates earn their way through the facility. Individual performance contracts are made with specific goals for the individual to work on during incarceration. More inmates have jobs. Our most significant achievement is that over 85% of all our inmates now participate in treatment programs. More inmates are involved in treatment programs, working on the problem which brought them to this point in their lives. Protective custody was abolished. The use of disciplinary and administrative segregation decreased. We now have adequate 24 hour medical coverage. Life safety improvements were made at the State Farm. We are striving toward American Correctional Association accreditation and developing updated policies and procedures.

We believe we have the unique opportunity to have a "model" correctional service in North Dakota. From a coed Penitentiary to a minimum security State Farm, to Rough Rider Industries, coupled with a progressive community corrections platform; we believe those inmates entrusted to our care can become productive citizens.

1910 Building Fire

Plans had been made to administratively close the much used second and third floors of the 1910 building due to life safety concerns regarding potential fire at that site. This three floor structure housed the auditorium, chapel, game room recreation area, kitchen, and inmate dining hall. The directive to close this area was issued on February 9, 1989, and the closure was to take place on May 1, 1989. Planning had also begun to determine alternate program sites for the various activities. On February 17, 1989, the 1910 building burned down. Neither staff nor inmates were injured. The cause of the fire was electrical.



Prior to the fire, space at the State Penitentiary was at a premium. The loss of square footage due to the fire was 22,000 sq. ft. Approximately 12,000 sq. ft. was replaced when a temporary inmate dining room was built. The kitchen area was professionally cleaned and remained usable. Other areas of the Penitentiary had to be found to accommodate inmate activities. Religious services are still being held in an old visiting room.

Throughout this entire process, there was not one inmate behavioral problem, and in fact, an abundance of volunteers to help in the clean-up process. Words cannot express the respect and gratitude we must have for our prison staff. Their dedication, professionalism, and teamwork was second to none.

Capital Construction

The 1989 Legislature approved $6 million for Phase III construction to begin in the 1989-91 biennium. Phase III construction will consist of a food service/kitchen area, education space (library, classrooms, offices), program/treatment space, and a training/wellness area for staff. The additional education space will free up existing rooms in the gymnasium to use for expanded recreation.

Future Plans And Trends

As we progress, and move into the nineties, there are some specific goals and directions we must work toward. With the advent of the new Department of Corrections, we should streamline and professionalize our services. The future of our state, correctionally, is in community alternatives. Placing individuals in their home communities, through the use of intensive probation, electronic monitoring, halfway houses and minimum security facilities is the most cost effective and humane solution for a large number of our offenders. The Penitentiary, and its high levels of security, should be reserved for our most serious offenders. In conjunction with this, we must complete a master plan study of the State Prison Farm, keying in on much needed physical plant changes and reintegrative, independent living skills based programming.

Our unit management programs at the State Penitentiary and State Farm must continue to evolve. We need to offer a continuum of care, through which inmates and their families are contracted, and goals set from orientation through after-care.

Rough Rider Industries must diversify, and continue to teach job skills which can be taken back to the community. A job placement and referral service will be considered.

Finally, we must continue to "professionalize" corrections, statewide, at all levels. Staff must continue to be our foremost asset. The selection, retention, and training of our people will continue to pay large dividends. We are not overwhelmed with such problems as overcrowding, assaults, homosexuality, rapes, or AIDS, as are other states. We have a unique opportunity to have a "model" institution, not for national standards or recognition, but for the citizens of our state. Such cannot be accomplished by new buildings, or high technology, but rather through a professional staff who can demonstrate unity, caring, and pride in a stressful environment.

Through a successful public relations strategy, we will continue to educate the citizenry about the work we do. We are committed to mapping a successful corrections future for North Dakota.

PROGRAMS DEPARTMENT

AREAS OF RESPONSIBILITY, ACTIVITIES, AND SERVICES

Treatment Programs, Activities, And Services

NOTE: Due to the prevalance of alcoholism and other drug abuse problems among inmates in the prison population, all counseling functions totally or partially on the significance and nature of addictive illness and the problems it causes.

Introduction

Programs continue to be developed and changes made with existing programming in order to remain current with new treatment modalities. We also continue to add programs specifically designed to meet special needs of inmates/clients. We are a licensed outpatient addiction treatment facility. The treatment department staff consists of licensed addiction counselors, licensed social workers, or hold appropriate credentials within their discipline or areas of responsibilities.

Level Of Services, Caseloads, And Staffing Patterns

Attempts are made to make Programs Department services available to all inmate residents at the Penitentiary and State Farm. Inmates are seen to discuss personal problems to assess institutional adjustment and rehabilitative progress. Treatment plans are established defining specific goals toward the development of healthier life styles and promoting incentive for meaningful participation in programs and services available.

Average number of inmates residing within the Penitentiary and State Farm during the 1987-89 biennium...495

Average number of Treatment & Social Service Staff available...9 (Includes authorized positions and independent contract employees)

Average caseload per Treatment or Social Service staff member...55

Intake Assessment And Referral Phase

All inmates arriving at the Penitentiary are carefully assessed to determine patterns of functioning and to provide referral to appropriate treatment. The process is designed to familiarize new inmates with institutional policies and procedures as they apply to departmental activities and services. Background information is collected, a battery of psychological tests are administered, interviews are conducted to identify problem areas, and alcohol/drug evaluations are completed to initiate a suitable course of rehabilitative programming. Close observation during the initial orientation period allows for early identification of those inmates who may be experiencing significant depression, adjustment problems, or other crisis situations. Through individual sessions and group processes, information is

provided which contributes to the inmate's stable adjustment to the institutional setting.

Number of inmates who have participated in Intake Assessment and Referral processes during the 1987-89 biennium...787

Treatment & Family Services Program

Areas of Responsibility

Assessment And Referral
Addiction Treatment
Sex Offender Treatment
Violent Offender Treatment/
Long-Termers Group
General Skills Treatment
Family Services
Addiction Support Groups
Initial Treatment/Education Group
State Farm Treatment
Corrections Counselor Development
Internship Programming
Inmate Peer Counseling
Grief Groups
Women's Issues Group
Adult Children Of Alcoholic Groups

Currently available is a multi-phased program of treatment and family services designed to identify and explore the ineffective patterns of functioning displayed by inmate residents. Emphasis is placed on problems related to the abuse of alcohol and other drugs, the sexually aggressive offender, and on the treatment of those inmates who have engaged in other acts of aggression and violence directed toward others.

An Initial Treatment Education Phase brings about beginning awareness of troublesome behavioral patterns, provides information on various problematic issues, and establishes the groundwork for the more advanced phases of therapy. During the initial treatment education phase, attempts are made to minimize the denial system which frequently accompanies patterns of misconduct and maladjustment. Participants are expected to become actively involved in identifying personal problems, and in completion of specific assignments geared to the identified problem areas. The approach is designed to bring about beginning levels of knowledge and awareness regarding problematic behavior and attitudes. The program consists of lectures, films, assignments, individual counseling, and discussion sessions.

Number of inmates who have participated in Initial Treatment Education during the 1987-89 biennium...445

An Intensive Alcohol and Other Drug Abuse Treatment Program is designed to explore how the abuse of mood-altering substances may have contributed to the behavior that led to incarceration. The program encourages the development of personal responsibility, improved communication, and choices which may lead to more effective social interaction and satisfactory life adjustment. Emphasis is placed on how alcoholism and other drug abuse negatively affects the individual, family, social, and work environments. Group interaction is designed to explore feelings, thoughts, and behavior, and is supplemented by individual sessions and assignments. The involvement of key family members during the intensive phase is seen as essential to the treatment process.

Number of inmates who have participated in Intensive Alcohol and Other Drug Abuse Treatment during the 1987-89 biennium...323

An Intensive Sex Offender Treatment Program is designed to explore the deeply engrained and pervasive patterns of behavior and maladjustment of those who engage in acts of sexual aggression directed toward others. Opportunities are provided to examine behavioral patterns, conflicts, unhealthy attitudes, and other maladjustments in a setting which promotes personal growth, discipline, acceptance of responsibility, and motivation for meaningful change.

The program offers treatment not only for inmates identified as sex offenders through the courts, but also for those sentenced for other reasons who come forward to explore problems related to sexuality or undetected acts of sexual misconduct.

A vital factor in the treatment of those who have engaged in acts of sexual aggression or violence is the involvement of key family members in the therapy process.

Number of inmates who have participated in Sex Offender Treatment during the 1987-89 biennium...92

Long-Termers Group (Violent Offender Program) is designed to explore inmate's behavior and institutional life through reality therapy. Exploring addiction, family relationships, and victim issues. The program promotes personal growth, discipline, and motivation for a meaningful change.

Number of inmates who have participated in Long-Termers Group during the 1987-89 biennium...23

The Family Therapy Program is designed to provide family members with an opportunity to help inmates to develop a new way of life and to come to understand how their troublesome behavior and attitude affects others. Changes in marriage and family relationships are encouraged to bring about improved quality of life and more lasting and meaningful relationships. Family members are provided treatment services through couples counseling, individual family sessions, participation of families in the inmate's treatment group, and through week-long family therapy workshops.

Number of family members who have participated in treatment programming during the 1987-89 biennium...635

Number of inmates who have participated with their family members in treatment activities...290

Number of inmates who have participated in family therapy workshop activities, but, without their own family present...115

ADJUNCT GROUPS OFFERED

General Skills Group is designed to facilitate meeting special needs of the inmate population. These people are generally seen as not being appropriate candidates for intensive group therapy. The issues deal with basic skills, such as grooming, social skills, communication, etc.

Adult Children Of Alcoholics is a four to six month program designed to deal with the special problems which adult children of alcoholics experience. The primary goal is to help them deal with the unhealthy attitudes and behaviors demonstrated in their family of origin in order to facilitate them with making healthy decisions in their daily lives.

Grief Group is designed to deal with loss, grief, and death issues. It generally runs about six to eight weeks. Both assignments and group therapy are utilized in this program.

The Chaplaincy Program with a staff of one full-time and one part-time chaplain, provides a broad range of non-denominational religious services to the inmate population. The chaplains coordinate their activities with other rehabilitative processes conducted as part of institutional programming. The chaplains provide an active counseling ministry through conducting individual, couples, and group sessions for inmate residents, their families, and the victims of criminal or abusive behavior.

Crisis counseling and opportunities to participate in the 5th step of the Alcoholics Anonymous Program are also provided to inmate residents. The chaplains provide spiritual teaching and counseling, oversee the institutional volunteer program, and give lectures on a variety of rehabilitative or inspirational topics. They provide a spiritual presence in treatment and social service activities and work with Penitentiary staff in the examination of stress-related issues.

CASE CLOSURE AND SUPPORT ACTIVITIES

Treatment Programming Completed Phase is designed to provide inmates with opportunities for continued growth and development following the intensive phase of participation. These activities include some or all of the following:

1. Participation in an inmate peer counseling program designed to allow selected inmates to conduct supervised counseling sessions with fellow inmates who have not yet reached the more advanced stage of development. Participation in this peer counseling program is dependent upon the inmate's demonstrated willingness to display adult and responsible behavior at all times, to divorce from any and all activity involving the drug culture, and to abstain from any abuse of alcohol or other mood-altering drugs. A basic requirement of the program is that the inmate

will have participated in a program of family therapy and will have completed a program of active personal growth counseling.

2. Opportunities to accompany treatment staff during the presentation of information on Penitentiary programs and activities to community groups and social service agencies.

3. Participation in the spiritual aspect of the program of Alcoholics Anonymous through chaplaincy visits to bring about an indepth personal inventory and the completion of the 5th step of the A.A. program.

4. Referral to a process of release staging including after-care planning and referral, possible work or educational release, or referral to productive institutional activities in those cases where release dates have not been established within the coming year.

Alcoholics Anonymous Meetings are held by inmate members but structured by institutional policy to promote more effective program utilization and to attract community AA support. Currently available are several levels of AA programming which include:

1. A Treatment AA Program designed to introduce inmates going through the counseling process to the values, philosophy, and traditions of the program of Alcoholics Anonymous.

2. An Institutional AA Program conducted twelve times per week to allow inmates housed in the maximum security areas of the Penitentiary to practice the principles of Alcoholics Anonymous.

3. A Minimum Security AA Program available for inmates who have been assigned to a reduced security level to attend in that environment.

4. Four State Farm AA Meetings are available for inmates who have been sentenced to that level of incarceration.

5. A Female Inmate AA Program conducted for the female inmates residing in the institution.

All Alcoholics Anonymous meetings are under the general structure and supervision of the Treatment and Security Staffs, and are sponsored and monitored by community AA program volunteers. The primary goal of the AA programs available is to provide participants with knowledge of the program and to encourage commitment to continued participation in AA activities following the course of treatment or incarceration.

Inmate Peer Counseling Program

When an inmate has completed or is nearing successful completion of his/her treatment, he/she may apply for the position of inmate peer counselor. This program has been in existence since 1980 and has proven very successful in terms of reaching inmates. Inmate peer counselors are under the direct supervision of staff counselors. They are trained to handle specific tasks which are assigned to assist the staff counselors.

Current levels of funding and limitations in the number of authorized staff keep us from implementing many activities which would be beneficial in the rehabilitation of inmates incarcerated here. The members of the counseling staff are performing at a maximum capacity, and the client/staff ratio is often overwhelming. There are generally about 400 - 430 inmates involved in the treatment process with an authorized staff of seven plus two full-time grant dependent staff.

MEDICAL AND PSYCHIATRIC SERVICES PROGRAM

Areas Of Responsibility

Medical Services	Optical Services
Psychiatric Services	Medication Maintenance
Psychological Services	Crisis Intervention Team
Nursing Services	Administrative Segregation Hearings & Reviews
Behavioral Management Unit	Internship Programming
Wellness Education	Inmate Peer Counseling
Dental Services	

Medical Services

Medical needs and concerns at the North Dakota State Penitentiary are ever changing and have shown a significant increase during 1987-89. There has been a steady rise in medication costs and the need for increased clinic visits or inmate hospitalizations in the community. The inmate population, with an average age in the late 20's, is more active than in past bienniums, and so, we are seeing an increase in sports related injuries. Inmates just past the stage of adolescence tend not to take meaningful responsibility for their health and well-being in the area of prevention or positive health maintenance, and so, increased medical attention has been required with this age group.

With rising prices and increased prison populations, the health care staff has needed to develop increasing levels of flexibility, and innovation in medical practice and procedures. Of primary importance has been an emphasis on inmate education in health maintenance through preventive measures and self responsibility. We have also initiated a system of priority in the provision of health care services which is based on the following model:

Priority I Health of the inmate would be seriously jeopardized or deteriorate to a life threatening level if medical regimen were not implemented.

Priority II Health of the inmate could worsen causing other medical problems if medical regimen is not implemented. (If inmate is short-term, and condition was pre-existing, service is not provided).

Priority III Health of the inmate reflects pre-existing condition, non-emergency, reconstruction, or cosmetic. No medical regimen is implemented.

Whenever possible and appropriate, medical services are provided on a "shared cost basis" with the inmate resident, based on ability to pay.

Medical services at the Penitentiary and State Farm have undergone the following levels of expansion to meet the increased need for health care services among inmate residents:

1. It has been necessary to continue to have the Family Practice physicians provide medical services on a twice weekly basis.

2. All new inmate arrivals have been provided admission examinations within 24 hours, and established inmates have been provided appropriate laboratory and x-ray workups. Over 50 physicals have been implemented.

3. An ongoing five day per week "sick call" has been established and conducted by the nursing staff. Nursing is staffed 24 hours per day, 7 days per week.

4. An increase in the level of Optical Services has been necessary to meet the increased demand brought about by a higher inmate population.

5. Staff nurses continue to provide classes in basic health care to all arriving inmates with explanation of levels of medical care provided at the institution.

6. Security staff is provided training and guidance in the application of first aid and the implementation of standing order processes for injuries and emergency situations.

7. Nursing visits have been increased to daily for inmate residents at the State Farm. This is with the addition of 24 hour nursing and two contract care LPN's.

8. Health care educational information and lectures have been updated, with increased emphasis placed on procedures and responses to sexually transmitted diseases.

9. Accuchecks, hemoglobin tests, and urine screenings are done as routine procedures on all inmates.

10. Health maintenance programs are made available to all interested inmates as a cost containment measure and to bring about improved self worth and patterns of functioning. Emphasis is placed on such areas as weight maintenance, stress management, pain control without medication, proper exercise, healthy food selection, and good personal hygiene.

11. Employee physicals have been implemented. These are done at start of employment.

Levels Of Primary Medical Services Provided To Inmate Residents During The 1987-89 Biennium

Admission Examinations Including Routine Lab (CBC & UA)...1000

Discharge Examinations...952

Infirmary Doctor Call Visits (twice weekly). Includes admission exams...5500

Nurses' Sick Call Visits (five times weekly)...7200

Dental Service Or Examinations (once per week)...1520

Optical Examinations (once per month)...420

Outside Medical Referrals (routine clinic care, testing, outpatient visits)
1987...771
1988...760
First 6 months of 1989...517

Psychiatric Services

The Psychiatric Nurse provides mental health services and coordinates the activities of the State Hospital and the Penitentiary in utilizing the available services of each institution. A Crisis Intervention, Psychiatric, and Behavioral Management Program provides early assessment and intervention on inmates who display symptoms of depression, suicidal preoccupation, or patterns of functioning which cause serious disruption to the individual's adjustment and/or the orderly management of the institution.

The significance and nature of behavior displayed is assessed, and programming is provided to counter the disruptive influence of inmates with psychiatric or behavioral management problems. The primary areas of activity include:

1. Involvement in methods of treatment dealing with inmates who require an excessive amount of staff time due to psychiatric symptoms and/or disruptive behavioral patterns.

2. Treatment and monitoring of inmates who have demonstrated behaviors suggestive of suicidal preoccupation or potential to engage in assaultiveness directed toward others.

3. Effectiveness in the handling, dispensing, and monitoring of inmate psychotropic medication.

4. The development of an antabuse maintenance program to promote increased stability in inmates who have demonstrated chronic patterns of alcoholism and failure to respond to traditional therapeutic efforts.

5. Providing recommendations to security staff regarding proper observation, response, handling, and treatment of identified psychiatric and behavioral management cases.

6. Coordination of treatment services between the Penitentiary and the State Hospital in the transfer and handling of troublesome inmates and those experiencing psychiatric complications beyond the scope of services available within the Penitentiary.

7. Providing ongoing training and supervision of an inmate crisis intervention team. This team, made up of inmate volunteers, provides a means of monitoring and intervening upon inmates who are displaying symptoms of depression, suicidal preoccupation, agitation, or other forms

of acting out behavior. Team members report findings to treatment or security staff so that follow-up counseling and handling can be more effectively implemented.

8. Coordination of activities between Programs Department staff and the consulting psychologist and psychiatrist. Referrals are made to assess patterns of functioning, provide rehabilitative guidelines, determine medication requirements, and to arrange transfer to the State Hospital or other appropriate facilities.

The Psychiatric Services Program has had a significant impact upon the need to use the services of the State Hospital Forensic Unit, which provides a more structured treatment milieu for those inmate conditions not resolved at the Penitentiary. This impact is especially apparent when the increase in inmate population and the number of inmates requiring these services is taken into account. We estimate that at the close of this biennium period, about 70 inmates fell into the categories of having a psychiatric complication or character disorder of sufficient severity to warrant either active or periodic involvement in psychiatric service programming.

Internal Crisis Intervention placements and follow-ups by psychiatric nursing numbered 305 for 1987 - July of 1989. This number is independent of nursing medication, monitoring, maintenance, supportive care, and counseling caseloads.

Nursing staff at the North Dakota State Penitentiary are trained in medical/psychiatric nursing to provide a holistic approach to psychiatric care and follow-up.

EDUCATIONAL ACTIVITIES

A number of educational programs have been developed at the North Dakota State Penitentiary and State Farm to help an individual meet his/her education needs. During 1987-89, the following educational activities were recorded:

Developmental Reading: Designed to help pupils develop reading skills needed in today's society at both the State Farm and Penitentiary. Usually, individuals are placed in this program to develop sufficient reading skills to be placed in the adult education program (GED).

During the biennium, the institution used three (3) part-time remedial reading teachers. The instructor for the State Farm was obtained mainly through funding from the Department of Public Instruction. Approximately 50 students were served during the biennium.

Inmate Tutor Program: In conjunction with the Developmental Reading Program, the Inmate Tutor Program was developed. Specially selected inmates were chosen to provide additional educational training to the slow learner. This has efficiently increased the services now available to the

inmate population and has a high potential in reducing recidivism.

Adult Basic Education - General Equivalency Diploma: The basic purpose of this program is to assist the student to prepare for the High School Equivalency Test at both the State Farm and the Penitentiary. During the 1987-89 biennium, 222 students were tested or retested. Of these, 110 individuals passed the test and received their General Equivalency Certificate (G.E.D.).

Vocational Education: Three vocational courses are offered at the State Farm and two vocational courses are offered at the Penitentiary in addition to the services of a vocational counselor.

1. Auto Mechanics Mobile Training Lab: This 12-week, full-time course offered at the Penitentiary teaches auto tuneup and electrics. In addition, the motivated student may elect to enroll in an additional 12-week course in engine tuneup, which was added during the biennium. A certificate is issued from the State School of Science at Wahpeton. There were 46 students enrolled during the biennium.

2. Welding: This course offered at the State Farm is designed to teach the student the fundamentals of welding. A certificate is offered through Bismarck State College. The enrollment in the course was 56.

3. Carpentry: This program offered at the State Farm is designed to teach the student the fundamentals of basic carpentry. A certificate is offered through Bismarck State College. The enrollment in this course was 56. Because of lack of funding, this course was reduced to part-time during the second year of the biennium.

4. Auto Mechanics: This course, offered at the State Farm, is designed to teach the student the fundamentals of auto tuneup and electrics. A certificate is offered through Bismarck State College. The enrollment in this course was 50.

5. Business Management: This program was developed July 1, 1988, through funding by the Department of Vocational Education. It is taught in the Women's Unit classroom and is offered to both male and female students. The interest in this course is extremely high. The enrollment was 30.

6. Vocational Counselor: A vocational counselor was hired effective July 1, 1988, to assist the inmate population with career exploration, vocational testing, and educational planning. This has developed into a valuable resource for the inmate in planning for his release.

Music Program: The Music Program at the Penitentiary has been active over twenty years under the supervision of Wally Kittler. The program remains very popular among the inmates with approximately 36 individuals participating each month. In addition to the instruction and practice received, they performed a concert for the general public each year of the biennium. These two concerts were possible because of the number of quality musicians incarcerated during the biennium.

College Classes: Inmates at the North Dakota State Penitentiary may receive an Associate in Arts degree through Bismarck State College. All classes are held during the day at the institution. Highly motivated students can earn their Associate in Arts degree in two calendar years at the institution.

During the 1987-89 biennium, 57 inmates were involved in our college program either full time or part time. Also during this period, a total of 5 inmates completed the requirements for their Associate in Arts degree.

Education Release: Education release is a privilege granted to inmates by the Warden and Parole Board. The program allows the inmate to live in a less secure setting and go out into the community to a school setting during a portion of the day and then return to the institution.

During the 1987-89 biennium, 9 inmates were placed on education release. Eight attended Bismarck State College and one attended United Tribes. No one was removed due to institutional or education release rule violations.

Law Library

To keep the law library in compliance with State and Federal law, required material must be updated monthly. In order to meet these requirements, over $6,500 was spent during the biennium to purchase the required criminal code, periodicals, and books. The usage of the law library remains very high with over 200 inmates using it per month. In addition, separate hours have been developed for our increased female population.

Library

The library provides inmates an opportunity for educational and recreational purposes. The use of the library remains very high. In addition to inmates checking out the Penitentiary's books, books may be obtained from the State Library and inter-library loan. The State Library provides professional staff for inmate assistance five evenings per week.

A small library developed at the State Farm continues to provide leisure time reading. With the continued rise in population at the State Farm, library services are needed more than ever. In addition, a small library was also developed in the new Women's Unit with their own newspapers, books, and magazines along with their scheduled times in the main library.

JTPA Program

The Pre-Release Program (JTPA) was transferred under the Education Department in September, 1988. It was decided that Pre-Release was better defined as an educational program rather than a treatment program. The program is divided into these areas:

1. Assessment
2. Counseling
3. Testing
4. Eligibility Determination
5. Training Referral
6. Placement
7. Employee Outreach
8. Applicant's Outreach
9. Job Search Assistance

All Federal funds for this program are administered through Job Service of North Dakota. The Penitentiary requested the Emergency Commission to create two full-time positions through the use of these Federal funds. The reason for this request was to eliminate contracting for full-time positions without the fringe benefits. The institution continues to contract through South Central High School for pre-employment training services and CENTRE, Fargo, ND, for release services. Overall, this program continues to be very popular and useful for the inmate population. The possibility exists that our Federal funds may not be available for this program during the next biennium.

WORK RELEASE ACTIVITIES

Work release is a privilege granted to an inmate by the Warden and Parole Board. The program allows the inmate to live in a less secure setting and go out into the community to work during a portion of the day, earn wages, and then return to the Penitentiary. Wages are paid directly to him/her and must be deposited in their personal accounts at the Penitentiary. Money is allowed to be drawn for personal needs, restitution, support of family, etc. The inmate is transported to and from his/her place of employment by the Penitentiary. Lunches are furnished by the Penitentiary. A maximum of $5.00 per day or 19% of their gross wages is deducted for room and board.

After the inmate receives a work release date from the Parole Board, the employment counselor at the Penitentiary interviews the inmate, has the

inmate complete an application for employment including past work history and job interest. The counselor determines if there are any programs which will benefit the inmate and makes the appropriate contacts. If no job has been obtained by the date the inmate is to begin working, he/she is taken to Job Service of North Dakota to file an application for employment. In the past, construction contractors employed the largest percentage of work release inmates, but with the cutback in construction, food services has now been employing the largest portion. New employers became involved in the work release program each year, and each of them have been quite satisfied with the results. Employers in the Bismarck/Mandan area have been very cooperative with the work release program.

	7/01/87 to 6/30/88	7/01/88 to 6/30/89
Inmates placed on work release	41	32
Successes on work release	39	29
Failures on work release	2*	3**

Approximately 180 different businesses were contacted for employment of inmates, in addition to Job Service of North Dakota.

7/01/87 to 6/30/88

*One inmate was fired because he stole from his employer.

*One inmate was layed off because he did not follow orders. This inmate stated he did not want to work anymore.

7/01/88 to 6/30/89

**One inmate was fired for not following orders and continued arguing with the employer and other supervisors.

**One inmate was fired for lack of job performance.

**One inmate was taken off work release at the request of the employer for being dishonest and untrustworthy on the job and also for violation of institution policies.

SHORT LEAVE PROGRAM

Our short leave program began at the Penitentiary in October of 1972. It has been reserved for only those inmates on work or education release for a period of 30 days or more. Funeral leaves, family crisis leaves, or medical leaves are handled separately and individually by the Warden and Parole Board.

The short leave program is viewed as a reward program for those inmates who have made significant progress in returning to society. It has been an extremely successful program, and the failure ratio on short leaves is nil.

	7/01/87 to 6/30/88	7/01/88 to 6/30/89
Number of short leaves granted	38	71
Number of successful short leaves	38	71

TEMPORARY MERITORIOUS LEAVE

A new program started in November 1988 was the Temporary Meritorious Leave (T.M.L.). This program was designed to allow inmates with 90 days or less to serve on their sentences the opportunity to develop release plans with short, authorized leaves of up to 48 hours off the Penitentiary grounds. The Warden has final approval of any individual being granted a Temporary Meritorious Leave. Examples of release plans to be developed during this leave are: seeking employment, finalizing educational plans, attending A.A. or N.A. groups, establishing family/community ties. The T.M.L.s are approved only for inmates housed either at the State Farm or the Minimum Security Unit. During the short duration of this program this biennium, 116 leaves were granted with the following breakdown:

8 Hour Leaves = 66
24 Hour Leaves = 33
48 Hour Leaves = 17

All 116 T.M.L.s were completed without incident.

CLASSIFICATION/UNIT MANAGEMENT SYSTEM

The North Dakota Inmate Classification System was started at the NDSP around the concept of "risk management". This concept attempts to reduce and minimize the threat of escape, assault, and violations of the inmate handbook, while providing the inmate with a comprehensive and effective incarceration program. This is accomplished by maximizing supervision and control over inmates presenting the greatest risks to the public, staff, and other inmates and themselves while minimizing control over inmates who have properly adjusted to, and endorsed the institution's goals, objectives, and regulations.

The N.D. Inmate Classification System assigns inmates into these generic classification types (maximum, close, medium, minimum high, minimum low) in addition to specific education, treatment, and work programs, as well as housing areas. The inmate has a right to appeal the classification type set by the committee to the Warden. Overall, the classification system has worked well to meet the needs of the inmates and the institution. Among the areas of improvement noticed were increased involvement in educational programs, less job turnover in institutional and industry job assignments, fewer problems with inmates being transferred to minimum custody housing assignments, and better cooperation with inmates being involved in treatment.

In conjunction with our classification system, the institution has recently developed a unit management concept. Unit management is defined as a form of management where an Individual Performance Plan (I.P.P.) is developed for

each inmate by a Multi-Disciplinary Team based on an individual's rehabilitative needs, in which preferred housing and privileges may be obtained by those willing to perform with rehabilitation recommendations.

The units currently involved in this concept are the South Unit, Minimum Security Unit, Women's Unit, and the Orientation Unit. The State Farm will also be developing its own form of unit management. The individual units will be responsible for its own classification, discipline, and other rehabilitative programs for the inmates housed in each unit. This is accomplished by the Multi-Disciplinary Team directing the individual through the system. Progress is being made on a slow, forward-moving basis. There will be several changes made in the next biennium in our unit management system.

WOMEN'S UNIT

The Penitentiary's Women's Unit was established in 1976. In December of 1987, a new 30,000 square foot unit was opened for the female inmates. The Women's Unit functions as a semiautonomous facility within the institution, containing its own recreation areas, kitchen, laundry, commissary, orientation unit, and disciplinary cells. The unit is a 33-bed facility, with an additional six cells for orientation, administrative segregation, and disciplinary segregation.

The institution is run on a coed basis in the areas of work, education, and treatment. Female inmates are employed in Rough Rider Industries, food service, laundry, maintenance, Business Office, and Arts and Crafts. We have female inmates enrolled in the following educational programs: GED, college, and Business Office Education. The female inmates are also eligible for work and education release.

The Women's Unit has instituted a system of earned privileges and unit management and inmates who are in compliance with treatment staff recommendations, have good work records, and have not been management problems, are eligible for extra privileges in preferred housing units.

During this biennium, 63 females have been housed in the unit. Of those inmates, 31 were state-sentenced, and 32 were federal boarders.

FEDERAL INMATES

On July 1, 1987, our Federal inmate count was 14, which was the low for the biennium. Over the months, it increased and reached its peak in February, 1989, at 60. The average for the 24-month period was 43.91 per month.

The NDSP received the per diem rate of $39.93 per day per Federal inmate. The average monthly payment received from the Federal Bureau of Prisons was $57,153.87 and for the biennium, the Bureau of Prison's total payment to North Dakota was $1,376,692.92.

In addition to the inmates received by the Federal Bureau of Prisons, the NDSP continued housing inmates temporarily for the U.S. Marshal's Office. The NDSP received an average monthly payment of $1,744.89. The total received during the biennium was $41,877.48.

The NDSP also housed one prisoner directly from the U.S. Border Patrol during the biennium. The payment for this prisoner was $39.93 for one day.

Our institution had relatively few problems meeting the needs of our Federal boarders in regard to program involvement, including counseling, education, religious, medical, recreation, and employment in the institution. Most Federal boarders were very appreciative of being housed at the NDSP, and minimal problems were encountered between State and Federal inmates. Many of the Federal inmates accepted by the institution were sentenced directly by the U.S. Court in North Dakota in order to remain close to home or were sex offenders referred by other courts (or protective custody cases referred by the Federal prison system). In addition, our staff works closely with the Federal Community Programs Manager who is stationed in Bismarck, and the U.S. Marshal's Office; and if any problem arises in relationship to a Federal boarder, the Community Programs Manager and Marshal's Office are very cooperative in helping resolve it.

ROUGH RIDER INDUSTRIES

A. FUNCTION

1. Statutory Responsibilities And Functions

Rough Rider Industries is the industrial division of the North Dakota State Penitentiary. It was established in 1974 to comply with the North Dakota Century Code 12-48-01 which mandates, "All persons sentenced to imprisonment in the Penitentiary and committed thereto shall be regularly employed for the benefit of the State".

The manner of employing inmates is mandated under Statute 12-48-03 which requires that "...The prisoners shall be employed, in so far as practical, in the work to which they are best adapted and in the work that will make it possible for them to acquire skills so that they will be able to earn a livelihood when they are paroled or discharged from the institution...".

The various industry programs currently in existence have been established in compliance with Statute 12-48-03.01 which states that "...The Warden of the State Penitentiary, under the direction and with the approval of the Director of the Department of Corrections and Rehabilitation, is authorized to establish and engage in, such new prison industries as the Director deems necessary...".

Statutes pertaining to inmates employed outside the Penitentiary, the Prison Industry Advisory Committee, and the procurement of tools and equipment are mandated under 12-48-05, 12-48-06.01, and 12-48-07 respectively.

Other statutory responsibilities and functions of the agency include those that relate to the security, treatment, and discipline of inmates as described under the statutory responsibilities of the North Dakota State Penitentiary.

2. New Functions Assumed During The Biennium

Two amendments passed by the 1987 Legislative Session had a direct impact on our marketing strategies and reporting structure. Both amendments were passed on Senate Bill No. 2339.

One amendment relates to Statute 12-48-03.1. Our authority to sell our products to government agencies and nonprofit organizations remained the same. However, we were no longer authorized to sell to trade associations, fraternal organizations, co-ops, and health insurance companies. Instead, we were granted the authority to sell through retailers to reach these and other markets.

The other amendment passed related to Statute 12-48-06.1, the Prison Industry Advisory Committee. The amendment requires that committee members consist of representatives of each type of industry within the prison.

These functional changes have benefited our program by creating a dialogue between Rough Rider Industries' management and industry board representatives to address up front the concern of unfair competition previously voiced by the private sector.

The 1987 Legislature also approved the issuance of "Centennial" license plates. Rough Rider Industries took advantage of this move by installing a License Plate Factory and supplying the plates needed for general issue to the Motor Vehicle Department. A $250,000 loan was secured from the Bank of North Dakota for start up capital, and production began in September of 1987. This factory employed 20 inmates in the production and an additional 10 inmates in the packaging and mailing of the plates. The general issue was completed by the end of the biennium, and the bank note was retired.

3. Functions Deleted During The Biennium

In February of 1989, Rough Rider Industries held their Gelbvieh Cattle Dispersion Sale, ending the agency's involvement with raising purebred cattle. The decision to discontinue this operation was based on several factors. The cattle operation had lost money the previous six years, while only employing an average of four inmates over that time frame. Due to the location of the ranch (15 miles west of the Penitentiary) and staffing limitations, adequate supervision of the inmate crew was becoming increasingly difficult. Finally, raising a purebred herd mandated that the Agricultural Coordinator maintain a high profile nationally, with additional

expenses for advertising, and participation in state and national livestock shows. This drew strong opposition from area ranchers who believed that this was not the best use of state funds. These reasons, along with a strong cattle market, led to our decision to liquidate the herd. Net proceeds from the sale were $130,000.

4. Programs And Activities Conducted During The Biennium

a. Major Goals And Objectives

The major goal of Rough Rider Industries is to achieve optimum inmate employment in a meaningful work environment. From a diversified range of employment opportunities, inmates who demonstrate a willingness to better themselves are offered opportunities to enhance or acquire a job skill that will enable them to earn a livelihood upon their release from prison. Concurrent objectives are to provide inmates the opportunity to accumulate funds to make restitution, pay fines, and provide for personal and family expenses.

Rough Rider Industries must generate sufficient revenues from the sale of its products and services to meet the costs of operations and must do so without adversely impacting private sector organizations in any one product or service line. Although appropriated spending levels are established by the State Legislature, general funded tax dollars are not used to meet operating costs.

b. List Of Programs And Operations

Rough Rider Industries will strive to meet its objectives by employing inmates in five manufacturing areas, three agricultural operations, and the manpower services division. The manufacturing entities are diversified so as not to impact any one particular segment of the private sector, yet they are tailored to meet the needs of State Government. They include the hardwood and plastic laminate Furniture Factory, License Plate Factory, Traffic Control Sign Shop, Metal Factory, and Upholstery Shop. The agricultural operations include a Dairy and Hog Operation, and the production of forage crops. Manpower Services is designed to provide a labor pool for state and local governmental agencies.

B. EVALUATION

1. Accomplishments, Activities, And Changes

The 1987-89 biennium was marked by significant changes to the organization, yet continued success in reaching its objectives. Inmates employed in the program averaged 26% of the total population--the second highest level in the nation. Productivity per inmate approximated $23,000/man/year--fifth in the nation. Additionally, the prison industries was again one of the few across the country that met its financial obligations without the assistance of general

fund dollars. Approximately 5.4 million dollars was generated through the sale of prison-made products, with 2.2 million of this being spent with North Dakota vendors.

A major change to the agency during the biennium was in personnel. A total of eight people left the organization, six in the first year alone. Four people left for better paying prison industry jobs in another state, and three left for disciplinary/poor performance reasons. Turnover is costly to any organization, but especially for one of this relatively small size. A new director was hired in July of 1988, and a new organizational chart was developed to improve the lines of authority and reporting structure.

Another change occurred in 1987 when the State Auditor's Office reclassified Rough Rider Industries from a general fund to an enterprise fund. This necessitated a reorganization of our financial reporting, depreciation, and record keeping.

The opening of the Women's Unit in December, 1987 had an impact on the number of female inmates employed in the manufacturing areas, along with a corresponding increase in supervision responsibilities for front line managers. At biennium end, female inmates were afforded the same access to all industry positions as their male counterparts, and the percentage of women employed by the Industries exceeded equal opportunity employment guidelines.

The 1987 legislative change, which redefined customer eligibility, came as a result of strong political opposition from our competition and brought the need for a new administrative philosophy and better controls. Emphasis was placed on working with competitors, improving the agency's public image through videos, slide shows, speaking engagements, and to reduce complaints of unfair competition. This was evidenced by the sale of the purebred cattle, a change in the hog operation from producers of breeding stock to commercial feeder pigs, and a policy which requires customers to provide an application of eligibility with supporting documentation. Although it is too early to tell the actual impact that these changes have had, it was a positive sign that there was no new legislation introduced by the competition trying to restrict this program during the 1989 Legislative Session.

The activity which consumed the greatest amount of staff energy during the biennium was the implementation of an automated cost accounting and inventory control system. This endeavor involved all full-time employees with training for both staff members and inmates on operating the computer. The accounts payable, accounts receivable, and the general ledger applications were on-line by October, 1988, and the inventory management function was implemented in April, 1989. This process enabled the agency to drastically reduce the time required to conduct quarterly inventories, improve their accuracy, as well as reduce the amount of inventory stock by 30%.

In May, 1988, it was discovered that the lid on an underground storage tank, designed to accumulate hazardous waste chemicals used

in the production of various products, had dislodged and the contents had seeped into the ground and aquafer. The State Health Department was notified, and an expensive cleanup and disposal process began. A $1,000 fine was levied against Rough Rider Industries but was suspended for one year. This relatively low amount, and the fact that it was suspended, was due to the fast action and pro-active stance the agency took to remedy the problem. As of this writing, the sanction has been lifted; however, the cost of this disposal is at $75,000 and still accumulating.

The safety of the staff and inmates was a priority during the biennium, with approximately $25,000 spent on safety equipment, training, and bringing buildings up to fire codes. Safety training checklists were developed, and training files were established for all inmate employees.

Administrative policies were formalized and updated, with the development of a Policies and Procedures Manual for the organization. The agency's management team also secured a federal grant in September, 1988, and held an off-site planning session with an outside consultant. The outcome was a set of goals for the coming year, providing lines of responsibilities and a unified direction for the organization.

The addition of the License Plate Factory boosted sales for the manufacturing entities by approximately 2.3 million dollars over the 1985-87 total. Biennial sales increased 3.3% in the Furniture Factory, 4.3% in the Metal Shop, and 27% in the Upholstery Shop. Sales in the Sign Factory were down 26%, mostly due to the large number of Federal Interstate Sign Projects that were completed prior to 1987 and not available the past two years.

Reasons for the increased sales in the Furniture Factory were due to the widespread acceptance of the Dakotan Plus line, and an increase in sales of our hardwood, office chair line. Successful, new products introduced were reception area work stations, computer furniture, and a knocked-down version of the hardwood chairs sold in kit form. These kits are currently being marketed to other state prison industry operations.

One change in services offered by the Furniture Factory was that the stripping/refurbishing operation was discontinued. The high cost of disposing the hazardous chemical used in the stripping process and the flammable nature of the solution no longer made it cost effective or safe to continue with the service.

Tne start of the biennium saw the Upholstery Shop relocating to a larger building to make room for the Tag Plant. The added space allowed for better control of inventory and increased the efficiency of the operation. The large increase in sales was due, in part, to design changes to the chair cushions, which now include an ergonomic "bump" for increased comfort and the addition of a three-way adjustable "comfort control" on the chair bases.

The Metal Factory is still primarily used to supply frames for our furniture and upholstery operations; however, the production and repair of garbage dumpsters, bale feeders, and custom piecework for a local manufacturing company occupied much of the shop's activities for the past two years.

In addition to the $430,000 for new equipment in the License Plate Factory, approximately $202,000 was spent to update equipment in other facilities. A forklift and flatbed trailer were purchased to assist our warehousing/delivery operation. The Metal Shop acquired a new shear, cornering machine, and cold-cut saw. A dust collection system, radial arm saw, overhead router, and hot melt edge bander were installed in the Furniture Factory. We also purchased computer terminals and printers for all of the manufacturing entities.

The agricultural operations were highlighted by the sale of the beef cattle, and the fact that three different people served as Agricultural Coordinator during the biennium. This absence of management stability, combined with the effects of the drought, partially explains the poor financial showing of the farming operation.

In July of 1987, the Dairy received milking equipment from the State Hospital, including a pasteurizer, and a separator machine. This allowed Rough Rider Industries to offer skim, 2%, and whole milk to its customers and sell surplus cream to a private creamery in Bismarck. The milk room was reconstructed and enlarged to accommodate this added equipment, a walk-in cooler was purchased, and the roof was repaired. The rolling herd average declined steadily during the biennium, but the recent addition of a dairy shader, bunk feeder, and new feed rations seemed to have stopped this downward trend.

The hog facility saw the addition of eight new feed lots,

reconstruction to the farrowing pens, electrical rewiring, and safety modifications to bring the barn up to fire code. In April of 1988, Rough Rider Industries sold 365 head of breeding stock to the California Prison Industries, greatly reducing the size of the herd. This lack of numbers, along with a decision to stop registering the purebred animals and pressure from private hog producers in the state, forced a change in the marketing philosophy of the agency's hog operation. At the end of the biennium, the majority of revenues were derived from feeder pig sales, with a drastic reduction in the amount of breeding stock sold.

The 1986 decision to stop raising field crops did not change through the biennium; however, the irrigation system on 140 acres of alfalfa at the State Farm was resurrected after an eight-year layoff. The irrigated acres yielded three cuttings of alfalfa for both summers of 1988 and 1989, promising the agency the required forage for the Dairy Operation plus the ability to sell surplus hay during a period of high hay prices. Two used tractors were purchased, and repairs were completed on other machinery.

2. Agency Trends - Short-range Goals For 1989-91

The number one priority for the agency in the next two years will be the continued implementation of the computerized cost accounting and inventory control system. Product Data Management and Financial Analysis will be on-line by mid-1990. This should enable the agency to produce accurate monthly financial statements and allow a new incentive pay program to be instituted for the inmate employees. Long-range plans for the computer include the use of purchasing and sales analysis applications.

The 1989 Legislature approved an amendment to the budget request which allows the agency to approach the Emergency Commission and ask for additional spending authority should our revenues exceed our biennial projections. This amendment allowed Rough Rider Industries to submit a "realistic" agency budget without the inflationary cushion used in past biennia to ensure continuous operation in the event that our revenues exceeded our spending authority. The realistic budget, along with more accurate and timely financial information guaranteed from the computer, provides implementation of internal budgets for each department and brings the organization closer to its objective of operating like the private sector. The trend toward improved financial information will also improve audit trails and assist in reaching a goal of zero formal recommendations in our annual audit by 1991.

Emphasis will be placed on increased inmate training, with the long-range goal of assisting inmates with post-release job placement.

Combining the work experience gained through Rough Rider Industries employment with vocational education received through the North Dakota State Penitentiary, should provide the inmates with the necessary classroom and hands-on experience that employers are seeking. Pilot projects are being considered in the woodworking, welding, and data entry areas. Pre-employment training for all inmates and safety training classes will also be developed.

Attention to the agency's impact on the private sector in the state will continue to be stressed. The market with the retailers has yet to be fully explored. The objective of increasing Rough Rider Industries' public image will be met through the use of two proposed videos, informational pamphlets, and increased public speaking appearances by the Management Team.

The plan for the Agricultural Operations is to continue the trend set last biennium of keeping a low profile by raising commercial animals rather than breeding stock. Consolidation of the geographical area that is farmed, along with reorganization of duties for the Agricultural Coordinator, is expected to improve the profit picture. The coming biennium will be used to evaluate the success of these changes.

It is expected that the total sales volume in the manufacturing areas will decrease, mostly due to the decreased production of license plates. Upholstery sales should continue to grow, although not at the same rate as last biennium. The Furniture Factory is expected to remain the most productive area with modest sale increases projected. The goal in the Furniture Factory has always been to sell a standard product line; however, sales of custom products historically have approached 50% of the total volume. A Computer-Assisted Design (CAD) software program may be purchased to decrease the design and production time needed on these custom projects. Sales in the Sign and Metal Shops should remain steady.

3. Problems Encountered

The North Dakota State Penitentiary took a significant step toward rehabilitation of the offender during the 1987-1989 biennium, and Rough Rider Industries played an integral role in that philosophy.

Historically, employment at Rough Rider Industries was considered a privilege, and the goal of most inmates incarcerated at the institution. The ability to learn a trade, be creative, and earn a higher wage was attractive. Participation in counseling services, however, was a low priority for the population. The emotional and psychological stress developed when a person examines his past behavior and begins to accept responsibility for his actions is painful, and people will try to avoid painful situations. Recognizing the need to rehabilitate the total individual, a policy was established, stating that inmates are not eligible to work at Rough Rider Industries unless they are complying with their recommended treatment plan. While this was a major step toward total rehabilitation (inmate participation in treatment services reached

85% at the biennium end), it has drastically reduced the number of available inmates in the job pool and decreased the inmate work hours. Inmates spent more time away from their work stations to attend treatment groups, causing a slowdown in production. A "job sharing" plan was implemented in an attempt to keep the number of inmates on the job at the required level, but the low numbers of available inmates, the increased time and energy needed to properly train these extra men, and the inability to administer the constantly changing schedules made this plan unfeasible. The lack of available workers will continue to pose problems these next two years; however, it is hoped that the pre-employment training and the tie with vocational education will provide a better-trained work force and more productive employees.

Space in the manufacturing areas is another concern, particularly for raw material storage. The inventory control system will pay dividends with reduced inventory costs, but also dictates specific stock locations. These storage areas have decreased manufacturing space. Plans are being developed to relocate the Furniture Factory Office, providing a net gain of 250 square feet of manufacturing space, and to add storage racks in our finished goods warehouse.

Additionally, a 600 square foot, cold storage building may be constructed adjacent to the Furniture Factory at a projected cost of $11,000.

A problem originating in the 1985-1987 biennium is still undecided. In February of 1987, Rough Rider Industries sold purebred hampshire hogs to a producer in the state. Unknown to the agency, one of these hogs carried a recessive red gene. The producer filed suit against Rough Rider Industries, and the case is still awaiting trial. There is optimism over the outcome of the suit; however, the possibility of financial liability does exist.

The agency is also concerned with the question of whether the inmate work force is covered under Workers' Compensation. There currently are no funds in the budgeted appropriation to cover the premiums, yet there has been a claim filed by an ex-inmate over an injury sustained in May of 1989. This problem should be resolved early in the 1989-91 biennium. Another concern for potential litigation stems from the addition of female inmates into our work force. While there are no claims at this time, the possibility for charges of sexual discrimination, harassment, or failure to provide for their safety are very real. The Penitentiary has recently been able to assign a security officer to monitor the Industries' complex during work hours, but this position will be pulled when the Phase III construction project begins in late 1989.

B. Long-range Plans

Goals extending through the 1989-91 biennium include continued implementation of the computerized information system, job placement assistance for soon-to-be-released inmates, and a continued tie with vocational education.

Private sector involvement in prison industries is growing on a national level, and there has been recent discussions regarding the use of North Dakota inmates working directly for private firms, who set up factories inside the walls. While this may be a long-range goal for this state, there is currently a federal regulation which limits 20 states to engage in this private sector program. This limit would need to be raised by Congress before North Dakota could explore privatization.

The condition and location of the Hog and Dairy Barn will necessitate a relocation of these operations before the end of the century. Both of these barns are now up to fire code, but they are in need of major repairs and are also now located within the Bismarck city limits. Reconstruction will be costly, and present revenue levels from these operations would not justify new buildings. Emphasis will be placed on increasing revenues these next ten years to prepare for relocation. The State Penitentiary Land Fund may also be used to assist in the replacement of these buildings.

TABLE NO. 1
POPULATION MOVEMENT OF INMATES
For Two Year Period Ending 6/30/89
N. D. State Penitentiary

	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Received From Courts	265	13	279	18
Received As Parole Violators	7	0	11	0
Received As Probation Violators	25	0	30	0
Escapees Returned	0	0	1	0
Transfers From Other Jurisdictions	19	24	29	8
Returned From Appeal Bond	2	0	1	0
	318	37	351	26
Population At Beginning Of Period	408	8	430	29
	726	45	781	55
Discharged By Expiration	87	1	93	1
Probation	57	2	80	4
Paroled	135	6	138	9
Transfers To Other Jurisdictions	2	2	18	4
Deceased	3	0	1	1
Other Releases, Court Order, Appeal Bond, Etc.	13	4	13	2
Escaped	0	0	2	0
	297	15	345	21
Population At End Of Period	429	30	436	34
	726	45	781	55

TABLE NO. 2
POPULATION MOVEMENT OF INMATES
For Two Year Period Ending 6/30/89
N. D. State Farm

	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Received From Courts	102	6	102	3
Received As Parole Violators	0	0	0	0
Received As Probation Violators	3	0	2	0
Escapees Returned	0	0	1	0
Transfers From Other Jurisdictions	1	0	0	0
	106	6	105	3
Population At Beginning Of Period	43	0	49	0
	149	6	154	3
Discharged By Expiration	29	4	42	0
Probation	30	1	31	0
Paroled	33	0	27	2
Transfer To New #	3	0	3	0
Other Releases, Court Order, Appeal Bond, Etc.	5	0	10	1
Escapes	0	0	1	0
	100	5	114	3
Population At End Of Period	49	1	40	0
	149	6	154	3

TABLE NO. 3
TRANSFERS TO AND FROM OTHER JURISDICTIONS
For Two Year Period Ending 6/30/89
N. D. State Penitentiary

	Ending 6/30/88		Ending 6/30/89	
	Male	Female	Male	Female
Transfers From Other Jurisdictions:				
Sentenced In Federal Courts	17	25	28	8
Sentenced In Other States -				
Minnesota	2	0	0	0
Oregon	1	0	1	0
	20	25	29	8
Transfers To Other Jurisdictions:				
Exchange Contracts -				
Minnesota	2	0	1	0
South Dakota	0	0	2	0
Federal Transfers	0	0	1	0
	2	0	4	0

TABLE NO. 4
INMATES RECEIVED FROM COURTS LAST 20 YEARS
N. D. State Penitentiary

Year	No. Rec'd	Year	No. Rec'd	
1970	85	1980	198	
1971	76		Male	Female
1972	125	1981	206	5
1973	128	1982	250	10
1974	123	1983	303	15
1975	139	1984	236	8
1976	154	1985	224	8
1977	156	1986	248	9
1978	141	1987	267	8
1979	152	1988	290	15
		1989 thru 6/30	145	14

TABLE NO. 5
INMATES RECEIVED FROM COURTS LAST 20 YEARS
N. D. State Farm

Year	No. Rec'd	Year	No. Rec'd	
1970	68	1980	131	
1971	70		Male	Female
1972	67	1981	118	3
1973	67	1982	104	5
1974	80	1983	120	0
1975	105	1984	120	3
1976	82	1985	127	1
1977	117	1986	110	3
1978	95	1987	84	5
1979	86	1988	108	3
		1989 thru 6/30	57	2

TABLE NO. 6
AVERAGE DAILY POPULATION
Last 20 Years
N. D. State Penitentiary

Year	Population
1970	155.40
1971	113.00
1972	125.94
1973	146.16
1974	134.26
1975	139.67
1976	184.99
1977	218.04
1978	130.79
1979	204.85

Year	Population	
1980	230.78	
1981	260.85	
1982	303.18	
	Male	Female
1983	343.56	7.77
1984	369.69	11.03
1985	379.69	8.07
1986	396.74	9.51
1987	400.00	9.00
1988	435.60	28.20
1989 thru 6/30	450.20	26.30

TABLE NO. 7
AVERAGE DAILY POPULATION
Last 20 Years
N. D. State Farm

Year	Population
1970	26.65
1971	28.93
1972	24.77
1973	36.76
1974	27.86
1975	38.32
1976	38.93
1977	44.03
1978	41.00
1979	34.75

Year	Population	
1980	52.99	
1981	54.64	
1982	49.66	
	Male	Female
1983	51.27	0
1984	45.35	0
1985	48.78	.60
1986	45.77	.50
1987	39.40	.90
1988	43.30	1.40
1989 thru 6/30	35.30	.80

TABLE NO. 8
AVERAGE DAILY POPULATION
For Two Year Period Ending 6/30/89
N. D. State Penitentiary

Month	Male	Female
July 1987	405.50	8.00
August	406.48	6.00
September	403.40	5.50
October	404.90	5.60
November	405.40	12.60
December	412.00	15.80
January 1988	419.07	28.09
February	431.41	28.31
March	424.74	29.61
April	418.73	31.43
May	423.36	30.58
June	430.83	29.50

Month	Male	Female
July	436.83	29.71
August	432.55	28.35
September	442.67	26.00
October	450.32	25.80
November	453.87	25.80
December	462.84	24.00
January 1989	462.60	23.50
February	449.94	22.70
March	450.19	25.20
April	452.10	28.70
May	445.33	26.70
June	440.83	31.00

TABLE NO. 9
AVERAGE DAILY POPULATION
For Two Year Period Ending 6/30/89
N. D. State Farm

Month	Male	Female	Month	Male	Female
July 1987	39.73	0.07	July	50.86	0.04
August	37.81	1.00	August	44.39	0.00
September	37.00	1.60	September	44.03	0.00
October	34.16	1.90	October	39.16	0.00
November	32.40	1.90	November	36.53	0.50
December	30.35	3.00	December	34.55	1.00
January 1988	28.91	4.45	January 1989	33.77	1.00
February	33.14	3.48	February	34.68	1.00
March	46.65	2.00	March	36.03	1.00
April	50.00	2.00	April	40.80	0.20
May	53.68	1.90	May	37.94	0.00
June	51.13	1.00	June	38.20	1.60

TABLE NO. 10
AVERAGE DAILY POPULATION
For Two Year Period
N. D. State Penitentiary

Average Daily Population - Year Ending 6/30/88	434.72
Average Daily Population - Year Ending 6/30/89	474.80
Average Population For Two Year Period	454.76

TABLE NO. 11
AVERAGE DAILY POPULATION
For Two Year Period
N. D. State Farm

Average Daily Population - Year Ending 6/30/88	42.11
Average Daily Population - Year Ending 6/30/89	39.78
Average Daily Population For Two Year Period	40.95

TABLE NO. 12
CRIMES CHARGED AGAINST INMATES
SENTENCED IN NORTH DAKOTA
N. D. State Penitentiary

Crimes	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Aggravated Assault	4	0	10	0
Aggravated Reckless Driving	2	0	0	0
Arson	6	0	1	0
Attempted Murder	1	0	0	0
Bail Jumping	6	1	3	0
Breaking Into A Motor Vehicle	4	0	65	0
Burglary	128	0	151	0

Carrying A Concealed Weapon	1	0	2	0
Contributing To The Delinquency Of A Minor	1	0	0	0
Corruption Of A Minor	1	0	1	0
Criminal Attempt	2	0	1	0
Criminal Coercion	1	0	0	0
Criminal Contempt	1	0	0	0
Criminal Mischief	3	0	1	0
Criminal Trespass	6	0	9	0
Delivering Alcoholic Beverage To A Minor	1	0	0	0
Delivery Of A Controlled Substance	76	1	75	4
DUI	2	1	3	0
Endangering By Fire	1	0	0	0
Escape	7	0	12	0
False Information To Police Officer	4	0	0	0
Felonious Restraint	2	0	0	0
Fleeing A Police Officer	4	0	5	0
Forgery	27	3	25	9
Gross Sexual Imposition	34	0	73	0
Hindering Law Enforcement	1	0	1	1
Issuing NSF/No Account Checks	7	0	3	0
Leaving The Scene	0	0	1	0
Manslaughter	0	0	3	0
Menacing	1	0	0	0
Murder	4	0	4	0
Neglect Of Child	3	0	0	1
Negligent Homicide	5	0	5	1
Possession Of A Controlled Substance	15	1	18	1
Possession Of Drug Paraphernalia	1	0	3	0
Possession Of Firearm By Convicted Felon	4	0	7	0
Possession Of Short Barreled Shotgun	1	0	0	0
Preventing Arrest	4	0	1	0
Reckless Endangerment	5	0	10	0
Robbery	9	0	10	0
Sexual Assault	0	0	3	0
Simple Assault	13	0	9	0
Tampering & Damaging Public Service	0	0	1	0
Terrorizing	11	0	8	0
Theft Of Property	87	9	105	12
Unauthorized Use Of A Motor Vehicle	6	0	9	0
Unlawful Imprisonment	0	0	2	0
Violation Of Securities Act	1	0	0	0
	503	16	640	29

NOTE: Crimes exceed number of inmates received from courts, as some inmates were charged with more than one crime.

TABLE NO. 13
CRIMES CHARGED AGAINST INMATES
SENTENCED IN NORTH DAKOTA
N. D. State Farm

Crimes	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Assault	2	0	5	0
Bail Jumping	0	0	1	0
Breaking Into A Vehicle	5	0	6	0
Burglary	21	0	25	0
Carrying A Concealed Weapon	1	0	0	0

Contributing To The Delinquency Of A Minor	1	0	0	0
Corruption Of A Minor	1	0	2	0
Criminal Facilitation	1	0	0	0
Criminal Mischief	4	0	2	0
Criminal Trespass	3	0	7	0
Delivery Of A Controlled Substance	3	0	4	1
Delivery Of Alcohol To Person Under 21	1	0	1	0
Driving Without Liability Insurance	1	0	0	0
DUI	26	1	25	1
DUS	7	1	4	0
Escape	4	0	3	0
Fleeing A Police Officer	7	0	5	0
Forgery	3	1	2	0
Harassment	0	0	1	0
Illegal Possession Of A Firearm	0	0	1	0
Introducing Contraband Useful For Escape	0	1	0	0
Issuing No Account Checks	4	0	3	0
Leaving The Scene Of An Accident	1	0	1	0
Manslaughter	0	0	1	0
Menacing	0	0	1	0
Minor In Possession Of Alcohol	1	0	0	0
Negligent Homicide	1	0	0	0
Possession Of A Controlled Substance	5	2	1	1
Possession Of Drug Paraphernalia	3	0	2	1
Preventing Arrest	4	0	2	0
Reckless Driving	2	0	2	0
Reckless Endangerment	2	0	2	0
Terrorizing	0	0	4	0
Theft Of Property	21	2	24	0
Unauthorized Use Of A Motor Vehicle	2	0	5	0
Violation Of Protection Order	1	0	0	0
	138	8	142	4

NOTE: Crimes exceed number of inmates received from courts, as some inmates were charged with more than one crime.

TABLE NO. 14
CRIMES - VIOLENT/NONVIOLENT
For Two Year Period
N. D. State Penitentiary

	Ending 6/30/88		Ending 6/30/89	
	Male	Female	Male	Female
Violent Crimes	78	0	73	2
Nonviolent Crimes	187	13	206	16
	265	13	279	18

TABLE NO. 15
CRIMES - VIOLENT/NONVIOLENT
For Two Year Period
N. D. State Farm

	Ending 6/30/88		Ending 6/30/89	
	Male	Female	Male	Female
Violent Crimes	9	0	17	0
Nonviolent Crimes	93	6	85	3
	102	6	102	3

TABLE NO. 16
SENTENCES OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Sentences	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
90 Days	1	0	1	0
233 Days	1	0	0	0
1 Month	1	0	0	0
4 Months	0	0	1	0
6 Months	3	1	4	0
7 Months	0	0	1	0
9 Months	1	0	4	1
13 Months	4	0	1	0
15 Months	1	0	6	0
16 Months	0	0	1	0
17 Months	3	0	0	0
18 Months	12	0	32	0
22 Months	0	0	1	0
33 Months	1	0	1	0
1 Year	90	0	75	5
1 Year & 1 Day	5	1	3	0
2 Years	56	0	60	3
2½ Years	2	0	8	0
3 Years	89	4	104	2
3½ Years	3	0	5	0
3 Years & 8 Months	1	0	0	0
4 Years	45	0	54	7
4½ Years	1	0	8	0
5 Years	141	2	191	9
6 Years	19	0	8	0
7 Years	14	0	3	0
8 Years	3	0	12	0
10 Years	12	0	46	0
11 Years	0	0	1	0
12 Years	1	0	0	0
15 Years	2	0	2	0
20 Years	0	0	4	0
30 Years	2	0	0	0
40 Years	1	0	0	0
45 Years	1	0	1	0
Life	0	0	2	0
	503	16	640	29

NOTE: Number of sentences exceed number of inmates received, as some inmates received more than one sentence.

TABLE NO. 17
SENTENCES OF INMATES
Received During Two Year Period
N. D. State Farm

Sentences	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
30 Days	5	0	8	0
60 Days	1	0	0	0
75 Days	0	0	1	0
90 Days	2	0	1	0
219 Days	0	0	1	0
4 Months	2	0	3	0
5 Months	1	1	1	0
6 Months	23	3	16	0
8 Months	1	0	0	0
9 Months	6	0	5	0
11 Months	0	0	1	0
50 Weeks	1	0	0	0
1 Year	96	4	105	4
	138	8	142	4

NOTE: Number of sentences exceed number of inmates received, as some inmates received more than one sentence.

TABLE NO. 18
COMMITMENTS FROM VARIOUS COUNTIES
Received During Two Year Period
N. D. State Penitentiary

County	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female	County	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Barnes	3	0	11	0	Morton	26	0	16	0
Benson	1	0	0	0	Mountrail	4	0	3	0
Billings	1	0	0	0	Nelson	1	0	1	0
Bottineau	5	0	2	0	Oliver	0	0	1	0
Burleigh	42	1	62	7	Pembina	2	0	5	0
Cass	49	1	51	3	Pierce	7	0	4	0
Dickey	3	0	1	0	Ramsey	6	1	1	0
Divide	3	0	0	0	Ransom	0	0	2	0
Dunn	2	0	1	0	Renville	1	0	0	0
Eddy	0	0	2	0	Richland	4	0	7	1
Emmons	2	0	5	0	Rolette	3	0	7	0
Grand Forks	29	2	35	1	Sheridan	0	0	1	0
Grant	1	0	2	0	Stark	8	0	12	0
Kidder	3	0	1	0	Stutsman	9	1	8	1
LaMoure	2	0	2	0	Towner	3	0	2	0
Logan	1	0	1	0	Walsh	8	0	3	0
McHenry	5	0	7	0	Ward	39	0	25	2
McKenzie	2	0	1	0	Wells	4	0	1	0
McLean	1	0	2	0	Williams	11	0	18	1
Mercer	2	0	7	0		293	6	310	16

NOTE: Number of counties may exceed number of inmates received, as some inmates may have been sentenced in more than one county.

TABLE NO. 19
COMMITMENTS FROM VARIOUS COUNTIES
Received During Two Year Period
N. D. State Farm

County	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female	County	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Barnes	0	0	3	0	McLean	0	0	2	0
Benson	3	0	2	0	Morton	6	0	7	0
Bottineau	1	0	2	0	Mountrail	1	0	1	0
Burke	1	1	1	0	Nelson	3	0	1	0
Burleigh	10	1	9	0	Pembina	5	0	3	0
Cass	8	0	11	0	Pierce	1	0	0	0
Cavalier	4	0	1	0	Ramsey	13	2	2	1
Dickey	0	0	1	0	Ransom	1	0	1	0
Dunn	5	0	3	0	Richland	1	0	1	0
Golden Valley	0	0	1	1	Rolette	5	0	4	0
Grand Forks	15	1	15	1	Sargent	0	0	1	0
Grant	1	0	0	0	Stark	3	0	2	0
Griggs	1	0	1	0	Stutsman	6	0	10	0
Hettinger	0	0	2	0	Towner	3	0	1	0
Kidder	1	1	0	0	Traill	0	0	1	0
LaMoure	0	0	1	0	Walsh	2	0	2	0
McHenry	1	0	1	0	Ward	1	0	1	0
McIntosh	0	0	4	0	Wells	0	0	4	0
McKenzie	0	0	4	0	Williams	4	0	0	0
						106	6	106	3

NOTE: Number of counties may exceed number of inmates received, as some inmates may have been sentenced in more than one county.

TABLE NO. 20
PREVIOUS FELONY CONVICTIONS
Received During Two Year Period
N. D. State Penitentiary

Previous Felony Convictions	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
None	143	11	160	15
One	70	2	62	3
Two	27	0	27	0
Three	12	0	13	0
Four	5	0	10	0
Five	5	0	3	0
Six	1	0	1	0
Seven	1	0	1	0
Eight	1	0	1	0
Eleven	0	0	1	0
	265	13	279	18

TABLE NO. 21
RESIDENCE OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
North Dakota Citizen	215	8	226	15
Not A North Dakota Citizen	50	5	53	3
	265	13	279	18

TABLE NO. 22
RESIDENCE OF INMATES
Received During Two Year Period
N. D. State Farm

	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
North Dakota Citizen	95	6	89	2
Not A North Dakota Citizen	7	0	13	1
	102	6	102	3

TABLE NO. 23
RACE AND SEX OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Race	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Caucasian	226	10	222	13
Indian	36	2	45	5
Black	0	0	5	0
Hispanic	3	0	5	0
Asian	0	0	2	0
Filipino	0	1	0	0
	265	13	279	18

TABLE NO. 24
RACE AND SEX OF INMATES
Received During Two Year Period
N. D. State Farm

Race	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Caucasian	72	6	77	2
Indian	28	0	25	1
Black	1	0	0	0
Hispanic	1	0	0	0
	102	6	102	3

TABLE NO. 25
MARITAL STATUS OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Marital Status	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Single	150	5	163	10
Married	55	4	57	3
Divorced	53	2	50	3
Separated	7	2	6	1
Widowed	0	1	3	1
	265	13	279	18

TABLE NO. 26
MARITAL STATUS OF INMATES
Received During Two Year Period
N. D. State Farm

Marital Status	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Single	67	3	62	2
Married	18	1	10	0
Divorced	15	1	26	1
Separated	2	1	3	0
Widowed	0	0	1	0
	102	6	102	3

TABLE NO. 27
EMPLOYMENT STATUS OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Employment	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Employed At Time Of Arrest	129	4	145	5
Not Employed At Time Of Arrest	136	9	134	13
	265	13	279	18

TABLE NO. 28
EMPLOYMENT STATUS OF INMATES
Received During Two Year Period
N. D. State Farm

Employment	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
Employed At Time Of Arrest	45	1	53	1
Not Employed At Time Of Arrest	57	5	49	2
	102	6	102	3

TABLE NO. 29
EDUCATION LEVEL OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Years	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
2	1	0	0	0
3	0	0	1	0
5	0	0	1	0
6	3	0	3	0
7	2	0	7	1
8	15	0	14	2
9	13	0	20	1
10	17	1	19	1
11	16	2	12	2
12 or GED	162	8	157	8
13	15	0	15	1
14	10	2	12	2
15	4	0	10	0
16	3	0	4	0
17	1	0	3	0
18	1	0	1	0
Unknown	1	0	0	0
None	1	0	0	0
	265	13	279	18

TABLE NO. 30
EDUCATION LEVEL OF INMATES
Received During Two Year Period
N. D. State Farm

Years	Ending 6/30/88 Male	Female	Ending 6/30/89 Male	Female
4	0	0	1	0
5	1	0	0	0
6	2	0	0	0
7	1	0	1	0
8	8	0	6	0
9	10	1	10	0
10	12	0	8	1
11	12	1	13	0
12	56	4	63	2
	102	6	102	3

STATE PENITENTIARY REVENUE/EXPENDITURES

		YEAR ENDING 6/30/88	YEAR ENDING 6/30/89
8400	Revenue From Federal Government	$ 78,281.12	$104,557.87
	Intergovernmental Revenue		
8458	Miscellaneous Service	285.00	336.00
8460	Copier Revenue	973.32	844.90
8524	Care & Treatment	508,863.36	863,027.23
	Charges For Services	510,121.68	864,208.13
8834	Other Reimbursements/Jury Pay, etc.	30.00	180.36
8835	Sale Of Land & Buildings	-	-
8841	Sale Of Salvage & Scrap	935.64	1,033.85
8843	Sale Of Meals-Prepared Food	1,051.75	1,271.25
8846	Miscellaneous Refunds	199.53	64.95
8850	Miscellaneous-Unclassified Revenue	643.36	302.29
8858	Miscellaneous Sales-Concessions	9.00	-
	Miscellaneous Revenue	$ 2,869.28	$ 2,852.70
	TOTAL REVENUE	$591,272.08	$971,618.70
	TOTAL GENERAL FUND COLLECTIONS	$ -	$ 683.61
	TOTAL FEDERAL FUND COLLECTIONS	$503,025.53	$854,163.61
	TOTAL SPECIAL FUND COLLECTIONS	$ 88,246.55	$116,771.48
	EXPENDITURES		
1000	Salaries & Wages-Appropriate	$ -	$ -
1100	Salaries Full Time	3,012,563.31	3,308,742.44
1200	Temporary Salaries	125,444.38	64,085.68
1300	Overtime	141,550.30	135,692.32
1400	Paid Annual Leave	7,741.78	21,951.59
1810	OASIS Assessment	-	9,421.80
1840	State Retirement Contribution	274,170.13	300,917.36
1860	Hospital Insurance	299,975.31	335,807.16
1870	Social Security	242,026.40	265,137.20
1875	Prepayment To NDPERS	31,506.00	(Prepayment Repaid)
1880	Unemployment Insurance	11,039.19	12,229.65
1895	Workers Compensation Premium	26,718.01	35,297.63
	Salaries And Benefits	$4,172,734.81	$4,457,776.83
2060	Data Processing	$ -	$ 1,292.77
2085	Microfilm Service		-
2050	Motor Pool Car Mileage	22,245.12	62,714.36
2110	In State Meals	1,151.75	1,226.21
2111	Out Of State Meals	2,216.34	3,293.50
2115	In State Lodging	923.16	1,044.47
2116	Out Of State Lodging	3,637.43	7,002.80
2120	In State Mileage	636.50	602.28
2121	Out Of State Mileage	91.92	35.10
2123	Air Transportation Out Of State	6,582.13	7,839.00

	YEAR ENDING 6/30/88	YEAR ENDING 6/30/89
2125 Other Community Trans. Out Of State	$ 326.25	$ 344.12
2150 Miscellaneous Travel	175.97	506.02
2160 Travel Non-employees	9,185.59	11,026.73
2165 Moving Expenses	5,000.00	4,290.00
2200 Coal	69,945.04	47,327.62
2205 Electricity	164,355.18	195,798.08
2210 Heating Oil	14,571.30	12,483.84
2215 Natural Gas	69,842.60	57,048.28
2230 Water & Garbage	66,768.00	75,200.55
2235 Miscellaneous Heating	-	-
2250 Mailing Services	14.00	-
2255 Postage & P. O. Box Rental	7,410.88	5,372.86
2260 Telephone & Telegraph	462.65	492.56
2265 Telephone To C.D.P.	41,610.10	32,051.44
2309 Miscellaneous Rents & Leases	2,182.25	1,389.30
2320 Copier Rental	7,921.95	9,069.43
2325 Office Equipment Rental	1,867.32	1,146.64
2330 Rent Of Equipment-Including Film	2,733.40	4,843.37
2360 Conference Expenses	1,437.00	1,397.50
2362 Dues & Memberships	242.00	315.00
2366 Professional Development	7,713.00	6,939.00
2368 Tuition Fees	15,142.00	260.00
2370 Stipends	13,233.52	8,301.05
2420 Juror Fees	22.21	-
2425 Licenses & Taxes	1,689.37	1,010.48
2431 Miscellaneous Contractual Fees	1,769.08	2,989.76
2440 Advertising Services	3,893.55	3,033.08
2441 Purchase Of Services/Coop. Agreements	87,685.77	95,957.00
2450 Extermination Service	3,200.60	2,871.00
2465 Freight & Express	4,992.74	4,557.48
2485 Refund Of Fees	-	1,075.62
2500 Electrical Service	776.28	653.74
2505 Heat/Air Condition Service	471.18	123.00
2510 Plumbing Service	464.50	2,047.01
2515 Repair Buildings & Grounds	10,990.78	15,603.13
2520 Repair Equipment-Automobiles	1,176.26	-
2525 Repair Equipment-Office	2,816.21	2,059.85
2530 Repair Equipment-Other	8,091.41	12,621.01
2540 Repair Service-Radios	940.00	2,351.76
2549 Repairs Not Classified	4,193.85	5,314.74
2565 Service Contract-Office Equipment	5,343.26	2,494.93
2575 Service Contract-Other	15,150.00	2,581.38
2651 Audit	9,028.00	5,526.50
2620 Engineers	18,613.12	10,928.74
2630 Instructors	14,327.00	11,739.25
2640 Management/Consulting Service	-	2,550.00
2645 Medical-Including Hospital	-	-
2650 Outside Doctor & Hospital Service	118,830.62	110,009.47
2660 Professionals Not Classified	622,100.71	111,768.61
2720 Property Insurance	23,986.17	24,215.18
2730 Liability Insurance	1,256.00	-
2749 Other Insurance	3,341.00	3,341.00

	YEAR ENDING 6/30/88	YEAR ENDING 6/30/89
2910 Awards, Rewards, Prizes	$ 145.71	$ 2,057.09
2920 Inmate & Patient Release	1,183.55	2,240.80
2949 Other Miscellaneous Fees	1,082.56	759.00
2950 Miscellaneous Refunds	20.00	315.00
2955 Patient & Inmate Allowance	123,939.82	141,559.48
3010 Office Supplies	12,700.59	18,269.31
3011 Central Supply	4,679.00	5,109.39
3015 Supplies-Special Orders	439.47	121.41
3120 Data Processing Supplies-Misc.	261.54	197.67
3150 Central Reproduction-Printing	4,596.16	6,798.52
3155 Copier Supplies	-	-
3160 Paper Products	-	-
3161 Central Duplicating Supplies	259.74	145.30
3165 Printing From Others	972.37	2,582.88
3200 Audio Visual	-	380.10
3205 Books	367.79	2,616.59
3215 Educational Supplies	9,883.35	12,146.32
3220 Films	-	500.00
3225 Microfilm	72.47	-
3230 Microfilm Supplies	-	43.19
3235 Periodicals & Subscriptions	8,128.11	6,012.83
3245 Video Audio Cassettes/Tapes	4,158.60	10,816.32
3255 Ammunition & Explosives	1,918.77	1,424.31
3260 Chemicals	31.75	-
3280 Photography Supplies	2,553.46	3,327.29
3290 Testing Materials	490.90	774.43
3310 Dry Goods	12,794.33	27,106.27
3315 Food Supplies	278,112.62	329,518.58
3335 Meat	142,233.64	156,938.83
3300 Clothing	42,320.89	43,916.79
3340 Safety Clothing	367.50	188.97
3345 Uniforms	10,383.39	12,797.70
3400 Dental Supplies	7,773.00	12,734.00
3410 Laboratory Supplies	2,706.44	2,266.00
3415 Medicine & Drugs	68,270.08	61,244.50
3420 Optical Supplies	5,234.95	7,329.00
3435 Surgical Supplies	3,536.07	7,017.49
3455 Boiler Supplies	1,499.33	10,448.33
3458 Electrical Supplies	21,672.83	21,537.28
3460 Hardware & Building Supply	28,532.95	30,889.23
3465 Janitorial	52,273.36	50,642.47
3470 Non-vehicle Repair Parts	573.69	-
3475 Paint	10,549.12	16,452.13
3480 Plumbing Supplies	19,164.08	108,434.98
3485 Repair Parts-Radios	1,871.35	1,403.02
3490 Equipment Repair Parts	23,963.58	18,311.24
3495 Miscellaneous Manufacturing Supplies	256.82	215.77
3499 Other Building & Equipment Supplies	32,961.79	28,642.52
3500 Metals, Lumber, Cement	5,083.70	2,517.29
3505 Roadside Development Supplies	-	500.00
3510 Road Maintenance Supplies	1,619.60	2,346.95
3511 Road Building Supplies	-	346.11

		YEAR ENDING 6/30/88	YEAR ENDING 6/30/89
3515	Seed, Feed, Forage, Fertilizer	$ 1,584.23	$ 1,937.73
3520	Traffic Service Supplies	1,066.45	1,162.98
3525	Trees, Shrubs, Etc.	872.81	1,036.99
3815	Fuel & Oil-Vehicle	20,606.57	22,264.10
3820	Motor Vehicle Tires	466.69	789.79
3825	Repair Parts-Vehicle	3,285.58	2,763.71
3305	Dishes & Silverware	4,148.95	4,651.90
3330	Laundry Supplies	3,960.93	13,617.02
3900	Art & Craft Supplies	-	13.50
3905	Expendable Tools	6,175.98	5,506.20
3910	Health & Beauty Supply-Institution	4,426.13	6,234.27
3925	Promotional Supply	574.51	-
3930	Recreational Supply	7,666.24	7,994.45
3949	Rescue Equipment	200.00	74.00
3999	Supplies Not Classified	33,041.10	16,957.33
	Operating Expenses	$2,544,482.01	$2,255,052.84
	EQUIPMENT		
4010	Office Machines	$ 1,423.99	$ 7,737.84
4015	Personal Computers	6,800.00	-
4020	Furniture & Furnishings	954.98	8,827.50
4049	Office Equipment & Furniture-Under $300	496.94	1,080.92
4100	Hospital Equipment	-	349.95
4110	Rehabilitation Equipment	-	-
4149	Household & Institution Equip.-Under $300	150.00	-
4160	Shop Equipment	1,110.00	-
4170	Implements	2,000.00	-
4180	Tools	1,639.00	589.59
4199	Machines, Implements, & Tools-Under $300	181.44	-
4200	Radio Equipment	6,550.00	9,693.25
4210	Photo Equipment	-	1,196.40
4220	Lab Equipment	-	741.80
4259	Scientific Equipment-Under $300	-	200.00
4270	School Equipment	-	-
4400	Weapons	-	4,918.00
4410	Other Equipment	39,328.90	34,801.62
4449	Other Equipment-Under $300	1,667.49	1,940.37
	Equipment	$62,302.74	$72,077.24
5400	Bond Payments	$572,145.49	$894,406.85
	Land & Capital Improvements	$572,145.49	$894,406.85
	TOTAL EXPENDITURES	$7,351,665.05	$7,679,313.76
	TOTAL GENERAL FUND EXPENDITURES	$5,980,446.97	$7,346,839.06
	TOTAL FEDERAL FUND EXPENDITURES	$1,288,098.85	$81,806.02
	TOTAL SPECIAL FUND EXPENDITURES	$83,119.23	$250,668.68

ROUGH RIDER INDUSTRIES
REVENUE/EXPENDITURES FOR BIENNIUM ENDING
JUNE 30, 1989

REVENUES

8458	Miscellaneous Service	$ 67,979.98
8718	Lease-Rental of Land	19,201.75
8837	Sale of Agricultural Products	1,061,023.98
8839	Sale of Manufactured Products	4,994,872.17
8841	Sale of Salvage and Scrap	16,660.17
8842	Loans	250,000.00
8848	Miscellaneous Refunds	1,151.00
8850	Miscellaneous Unclassified Revenue	537,967.70
	Total Revenues	$6,948,856.75

EXPENDITURES

1100	Salaries Full-Time	$750,690.52	
1200	Temporary Salaries	9,355.65	
1300	Overtime	10,342.92	
1400	Paid Annual Leave	3,794.38	
1810	Oasis Assessment	846.22	
1830	TIAA Payments	253.36	
1840	State Retirement Contribution	68,265.07	
1860	Hospital Insurance	70,242.28	
1870	Social Security	57,575.39	
1880	Unemployment Insurance	2,366.07	
	Total Salaries and Benefits		$ 975,430.72
2050	Motor Pool Mileage	$ 90,728.40	
2060	Data Processing No Special Appropriation	301.14	
2110	In-State Meals	6,741.00	
2111	Out-of-State Meals	3,746.50	
2115	In-State Lodging	8,179.62	
2116	Out-of-State Lodging	4,716.53	
2120	In-State Mileage	471.20	
2121	Out-of-State Mileage	99.00	
2123	Air Transportation Out-of-State	3,808.00	
2124	Other Commercial Transportation In-State	31.65	
2125	Other Commercial Transportation Out-of-State	184.25	
2150	Miscellaneous Travel	1,007.98	
2160	Travel Non-Employees	342.16	
2190	Expense Payment - Legislators & Officials	504.00	
2205	Electricity	83,987.19	
2230	Water and Garbage	4,432.25	
2250	Mailing Services	193.00	
2255	Postage and P. O. Box Rental	6,034.75	
2260	Telephone and Telegraph	19,721.27	
2270	Installation Fees	162.00	
2330	Rent of Equipment Including Films	14,854.81	
2332	Lease/Purchase - Equipment	47,508.40	

2335	Rent Transportation Equipment	594.65	
2340	Booth and Room Rental	1,829.00	
2342	Rent of Land	1,329.00	
2344	Rent of Building Space	7,680.00	
2362	Dues and Memberships	1,665.88	
2366	Professional Development	7,553.50	
2440	Advertising Services	10,830.78	
2465	Freight and Express	51,380.12	
2515	Repair Building and Grounds	21,913.93	
2520	Repair Equipment - Automobiles	88.93	
2530	Repair Equipment - Other	64,904.82	
2565	Service Contract - Office Equipment	2,876.04	
2615	Audit	10,387.50	
2655	Veterinary	6,364.20	
2660	Professionals Not Classified	97,629.12	
2720	Property Insurance	13,413.44	
2749	Other Insurance	3,724.44	
2949	Other Miscellaneous Fees	264,093.65	
2950	Miscellaneous Refunds	1,661.00	
2955	Patient and Inmate Allowance	483,565.53	
3010	Office Supplies	7,466.37	
3120	Data Processing Supply - Miscellaneous	2,692.98	
3150	Central Reproduction - Printing	248.74	
3155	Copier Supplies	1,974.64	
3161	Central Duplicating Supplies	314.21	
3165	Printing From Others - Non-Central Reproduction	4,035.72	
3210	Resource Materials	255.00	
3235	Periodicals and Subscriptions	1,081.93	
3260	Chemicals	2,254.72	
3345	Uniforms	4,182.33	
3440	Veterinary Supplies	10,456.63	
3465	Janitorial	7,099.29	
3475	Paint	16,539.94	
3490	Equipment Repair Parts	40,585.61	
3495	Miscellaneous Manufacturing Supplies	165,250.03	
3499	Other Building and Equipment Supplies	14,754.88	
3500	Metals, Lumber, Cement	2,394,329.60	
3515	Seed, Feed, Forage, Fertilizer	177,586.12	
3815	Fuel and Oil - Vehicle	12,827.13	
3820	Motor Vehicle Tires	3,370.00	
3825	Repair Parts - Vehicle	6,124.33	
3901	Farm Supplies	40,175.35	
3905	Expendable Tools	35,343.29	
3915	License and Tags	15.00	
3935	Reflective and Marketing Materials	388,941.45	
3999	Supplies Not Classified	244,235.07	
	Total Operating Expenses		$4,933,380.99
4015	Personal Computers	$ 61,846.50	
4070	Other Motor Vehicles	31,323.87	
4160	Shop Equipment	566,445.65	
4170	Implements	5,415.00	
4300	Livestock	62,795.00	
	Total Equipment		$ 727,826.02

5250	Miscellaneous Building Improvements	$11,406.52	
5260	Miscellaneous Major Building Repairs	4,985.00	
	Total Land and Capital Improvements		$ 16,391.52
7010	Interest Expense		8,279.11
	Total Expenditures		$6,661,308.36

Rough Rider Industries
COMPARATIVE BALANCE SHEET
June 30, 1989 and 1988

	1989	1988
ASSETS		
Cash	$ 396,465	$ 263,512
Accounts Receivable (Net)	252,367	297,593
Inventories		
Raw Materials	300,355	353,574
Work-in-Process	16,371	34,317
Finished Goods	54,992	66,938
Livestock	70,109	225,935
Feed Supplies	48,484	50,630
Firewood (Manpower Service)	1,940	-
Prepaid Expense	6,814	-
Total Current Assets	$1,147,897	$1,292,499
Buildings (Net)	$2,116,881	$2,218,306
Equipment (Net)	776,952	701,343
Total Assets	$4,041,730	$4,212,148
LIABILITIES		
Accounts Payable	$ 188,730	$ 161,107
Accrued Salaries & Benefits	-	42,101
Accrued Other Expense	-	41,560
Notes Payable	-	200,635
Total Liabilities	$ 188,730	$ 445,403
EQUITY		
Contributed Capital		
Buildings Provided From ND		
General Funds (Net Of Depreciation)	$2,116,881	$2,218,306
Retained Earnings		
Prior Periods	1,548,439	1,113,593
Current Periods	187,680	434,846
Total Retained Earnings	$1,736,119	$1,548,439
Total Equity	3,853,000	3,766,745
Total Liabilities And Equity	$4,041,730	$4,212,148

(UN-AUDITED)

Rough Rider Industries
COMPARATIVE INCOME STATEMENT
For Fiscal Years Ending June 30, 1989 and 1988

	1989	1988
Revenues	$2,832,258	$3,815,693
Cost Of Sales	1,914,447	2,541,577
Gross Profit	917,811	1,274,116
Operating Expenses		
GS & A Overhead Expense	487,460	463,936
Ag Administration Overhead Expense	61,245	74,687
Decrease In Livestock Values	155,826	300,591
Hazardous Waste Expense	27,380	35,976
Interest Expense	7,663	14,710
Total Operating Expense	739,574	889,900
Other (Income)/Expense		
Other Income	(32,879)	-
Change In Animal Feed Supplies	23,434	(50,630)
Total Other (Income)/Expense	(9,445)	(50,630)
Net Income/(Loss)	$ 187,682	$ 434,846

(UN-AUDITED)

Rough Rider Industries
SCHEDULE OF CHANGES IN WORKING CAPITAL
For Fiscal Year Ending June 30, 1989

	6/30/88	6/30/89	Working Capital Increase	Working Capital Decrease
Current Assets				
Cash	$ 263,512	$ 396,465	$132,953	$ -
Accounts Receivable (Net)	297,593	252,367	-	45,226
Inventories				
Manpower Service	-	1,940	1,940	-
Raw Materials	353,574	300,355	-	53,219
Work-in-Process	34,317	16,371	-	17,946
Finished Goods	66,938	54,992	-	11,946
Livestock	225,935	70,109	-	155,826
Feed And Grain Supplies	50,630	48,484	-	2,146
Prepaid Expenses	-	6,814	6,814	-
Total Current Assets	$1,292,499	$1,147,897	$141,707	$286,309
Current Liabilities				
Accounts Payable	$ 161,107	$ 188,730	$ -	$ 27,623
Accrued Salaries	42,101	-	42,101	-
Accrued Other Expenses	41,560	-	41,560	-
Notes Payable	200,635	-	200,635	-
Total Current Liabilities	$ 445,403	$ 188,730	$426,003	$313,932
Working Capital	$ 847,096	$ 959,167		
Increase In Working Capital				$112,071
			$426,003	$426,003

(UN-AUDITED)

Rough Rider Industries
SUMMARY OF CHANGES IN WORKING CAPITAL
For Fiscal Year Ending June 30, 1989

Current Assets	$1,147,897	
Current Liabilities	188,730	
Working Capital-June 30, 1989		$959,167
Current Assets	$1,292,499	
Current Liabilities	445,403	
Working Capital-June 30, 1988		847,096
Total Increase (Decrease) In Working Capital		$112,071

(UN-AUDITED)

Rough Rider Industries
SCHEDULE OF CASH FLOW FROM OPERATIONS
For Fiscal Year Ending June 30, 1989

Net Income			$187,682
Add:			
Items Reducing Income But Not Using Cash:			
Depreciation - Equipment		$106,685	
Decreases In Current Assets Other Than Cash:			
Accounts Receivable (Net)	$ 45,226		
Inventories:			
Raw Materials	53,219		
Work-in-Process	17,946		
Finished Goods	11,946		
Livestock	155,826		
Feed Supplies	2,146	286,309	
Increases In Current Liabilities			
Accounts Payable		27,623	420,617
Subtotal			$608,299
Deduct:			
Increases In Current Assets Other Than Cash:			
Auditors' Reclassification Of Equipment (See Note)	108,236		
Firewood (Manpower Service)	1,940		
Prepaid Expense	6,814	116,990	
Decreases In Current Liabilities			
Accrued Salaries	42,101		
Accrued Other Expense	41,560		
Notes Payable	200,635	284,296	401,286
Cash Flow From Operations			$207,013

CASH FLOW STATEMENT
For Fiscal Year Ending June 30, 1989

Sources Of Cash	
Operations (See Schedule)	$207,013
Uses Of Cash	
Equipment Purchases	74,060
Increase In Cash	$132,953

NOTE: The Auditors' Reclassification of Equipment includes an adjustment for donated capital of $47,365, and the capitalization of the computer system at $60,871.

(UN-AUDITED)

RESOURCES AVAILABLE FROM THE PENITENTIARY,
STATE FARM, AND ROUGH RIDER INDUSTRIES

Information about the Penitentiary and State Farm can be obtained by writing or calling:

North Dakota State Penitentiary
P. O. Box 5521
Bismarck, North Dakota 58502
(701) 221-6100

The following publications may be provided to the public on a very limited basis as giveaways or loans:

1. NDSP Brochure
2. Inmate Handbook
3. Biennial Report

The inmate newspaper, The Inside Times, is available to the public through subscription. Contact The Inside Times, P. O. Box 5521, Bismarck, ND, 58502.

A 30 minute video touring the Penitentiary and State Farm is available free of charge.

Group tours of the Penitentiary and State Farm are available. Requests must be made and approved in advance.

Staff of the Penitentiary and State Farm are available to speak to organizations or schools.

Rough Rider Industries prepares the following publications throughout the year and is pleased to offer these to all interested parties upon their request. The telephone number is (701) 221-6161 or ND 1-800-732-0557, and the mailing address is:

Rough Rider Industries
North Dakota State Penitentiary
P. O. Box 5521
Bismarck, North Dakota 58502

1. Advisory Board Minutes - The Prison Industries Advisory Board meets three times each year. Copies of the minutes will be furnished upon request.

2. Financial Statements - Quarterly and yearly financial statements.

3. Product Information/Sales Catalogue - Up-to-date listing of all products, prices, and services offered.

4. Informational Pamphlet - Describes the mission statement and activities offered.

5. Videos - Two short videos explaining the agency's products and programs (available 1990).

6. Public Speaking - The Rough Rider Industries' Management Team is available to speak to any organization regarding the programs offered by the agency.

7. Tours - Tours of the manufacturing plants, farming operations, and showroom are available. Scheduled in advance, Monday through Friday, 8:00 a.m. - 3:00 p.m.

8. Showroom - The showroom is located at 3301 East Main Street in Bismarck. Eligible customers are welcome to come and examine the finished products. Hours are 7:30 a.m. - 4:30 p.m., Monday through Friday.

STATE OF NORTH DAKOTA

STATE INDUSTRIAL SCHOOL

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 – June 30, 1989

NORTH DAKOTA INDUSTRIAL SCHOOL

Division of Juvenile Services

701 16th Ave. S.W.
Mandan, North Dakota 58554-9399
701-667-1400

September 15, 1989

Richard L. Rayl
Director of Institutions
10th Floor--State Capitol
600 E. Boulevard
Bismarck ND 58505

Dear Mr. Rayl:

I am pleased to submit the North Dakota Industrial School's Biennial Report describing staff and student programs and activities for the period of July 1, 1987 to June 30, 1989. It can be noted throughout, there is a commitment that stands for caring, dignity, and respect of the individual, quality services, open communication and teamwork; and, where "People Really Do Make the Difference."

I feel our programs have been known for excellence in providing a sustained and quality service. Our staff have made a dedicated effort to share knowledge and expertise in meeting the need of those students by providing planned treatment and rehabilitation.

Our programs have been significantly enhanced by interlocking efforts with the assistance of your office and staff, our Governor, and the Legislative Assembly.

This report has been prepared by the Superintendent and the staff of the North Dakota Industrial School.

Respectfully,

W. H. Odegaard,
Superintendent

clc

NORTH DAKOTA INDUSTRIAL SCHOOL

BIENNIAL REPORT
JULY 1, 1987 to JUNE 30, 1989

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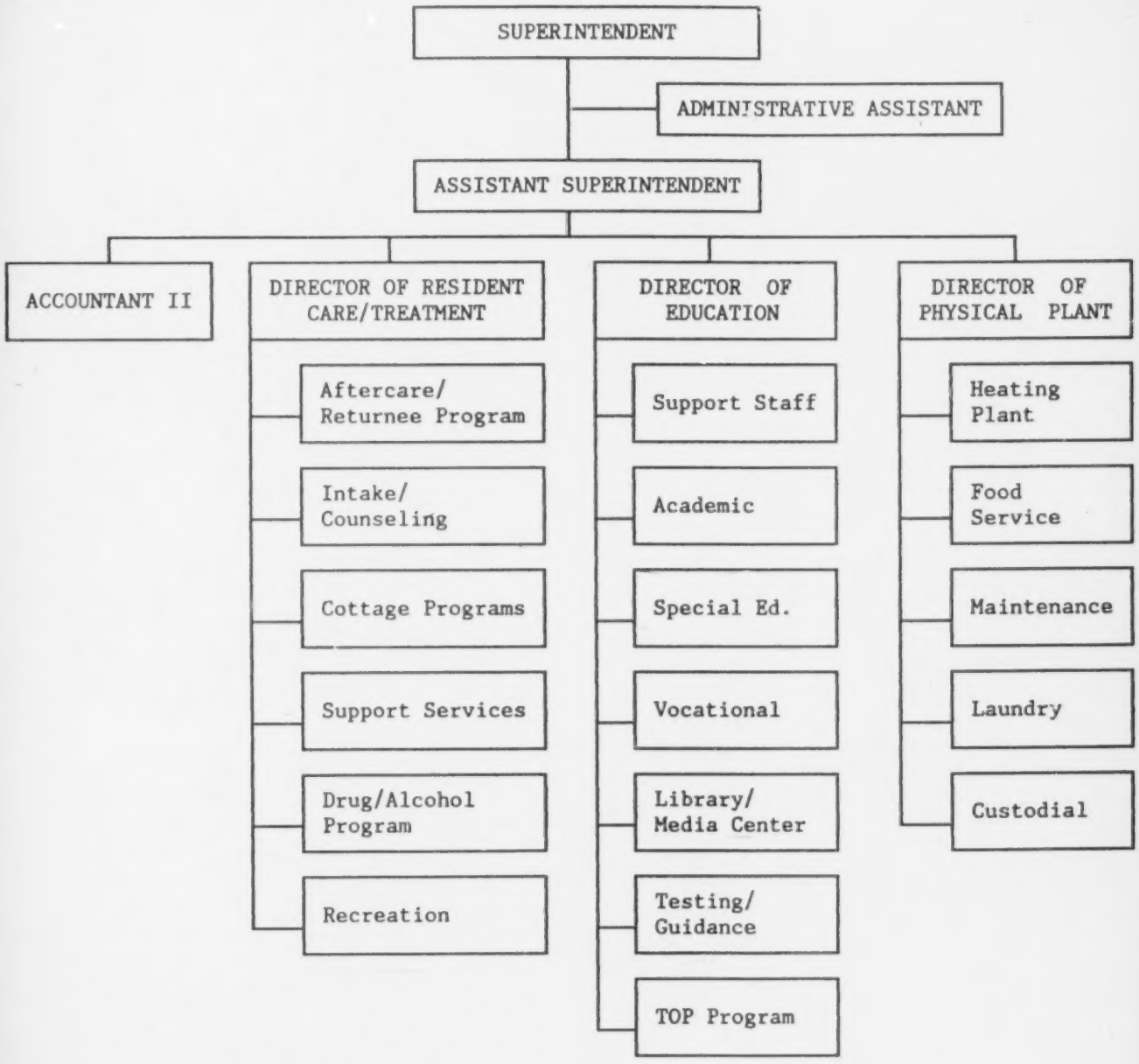
NORTH DAKOTA INDUSTRIAL SCHOOL

Division of Juvenile Services



83.77 Budget Authorized Positions

STATUTORY RESPONSIBILITIES AND FUNCTION

Chapter 12-46-01. Industrial school-Location, Purpose, Name.

The North Dakota Industrial School shall be located at the city of Mandan in the County of Morton, and shall be the general reform and industrial school for the state for the detention, instruction, and reformation of juveniles of both sexes who are committed to it according to law.

Chapter 12-46-03. Officers of the North Dakota industrial school.

The officers of the North Dakota Industrial School must be a superintendent and such teachers and assistants as may be deemed necessary and recommended by the superintendent and approved by the director of the division of juvenile services.

Chapter 12-46-13. Who may be sent to state industrial school-Court procedure.

Whenever a person under the age of eighteen years is found guilty in any district or county court of a crime or public offense, the court may in its discretion order the person be first committed to the state industrial school, however the court shall order that the person be first committed to the state industrial school if the person is under sixteen years of age. A person so committed attaining the age of eighteen years shall be transferred to a penal institution or detention facility to serve the balance of his sentence. A person so committed who attains the age of sixteen years may be transferred after the person has been given an administrative hearing to determine if the safety of other residents or the general public justifies the transfer. A person sentenced under this section shall have all the rights to sentence reduction for good and meritorious conduct and all the pardon and parole rights of an adult sentenced to a penal institution.

Chapter 12-46-15. Contents of order of commitment.

Every order of commitment to the North Dakota industrial school grants full authority for treatment and transfer of any student to the administrators of the industrial school as provided by law, however, every order of commitment shall specify the date, as near as may be ascertained by the juvenile court, at which the accused will attain majority. The date so ascertained and specified shall be conclusive for all purposes connected with the North Dakota industrial school. The committing judge shall make available to the North Dakota industrial school all pertinent data, reports, evaluations, and documents in the court's possession with respect to the child at the time of commitment or immediately thereafter.

Chapter 12-52-01. Department of corrections and rehabilitation to administer juvenile aftercare program and other treatment and rehabilitation programs.

The division of juvenile services with the approval of the director of the department of corrections and rehabilitation may provide a juvenile aftercare program and other treatment and rehabilitation programs and may

contract with public and private agencies to provide services for persons committed to the division of juvenile services and may establish facilities in, and rules under, which such persons may receive services.

Chapter 12-52-02. Aftercare granted on recommendation of superintendent.

No aftercare program shall be provided for any person committed to the North Dakota industrial school or placed under the guardianship, control, and custody of the superintendent, unless the superintendent recommends the program to the director of juvenile services, and some suitable person will receive the person to be placed in the aftercare program under conditions approved by the superintendent. Nothing in this chapter shall prevent the placing of any person into his own home or into a licensed foster home under any program administered by the department of human services.

Chapter 12-52-03. Recommitment to the state industrial school for violation of aftercare rules.

A person placed in an aftercare program shall be under the guardianship and control of the director of the division of juvenile services and is subject, at any time until the expiration of the time for which he was committed, to be taken into actual custody and returned to the state industrial school. The director may enforce the rules and regulations made by him for the administration of aftercare programs and the placement of students in them, and when he is satisfied that person placed in an aftercare program has violated any of the rules or regulations, he may order that person to be taken into actual custody and returned to the state industrial school, and to be detained therein until the expiration of the time for which he was committed, or until he is again placed in an aftercare program. The director shall maintain a record of any such order, and a certified copy of the order may be delivered to any peace officer, or any officer or employee of the state industrial school, for service and return. It is the duty of the officer or employee to receive the order and to apprehend and immediately deliver the person named in the order to the superintendent of the state industrial school.

Chapter 12-52-04. Officer's or employee's return on order for recommitment.

The officer or employee executing an order of the director of the division of juvenile services for the apprehension and return of a person to the state industrial school shall endorse on the order a return of his doings thereunder and deliver the same, together with the person named therein, to the superintendent of the school. The superintendent shall give to the officer or employee a certificate acknowledging the receipt of the person, order, and return.

Chapter 12-52-07. Discharge for good conduct.

The director of the division of juvenile services may discharge any student from the state industrial school at any time upon satisfactory evidence or reformation and as a reward for good conduct and diligence in study. If the student has no parent, guardian, or other person to whom to return, the director shall arrange for and procure some suitable person to receive, employ, and care for the person so discharged.

Chapter 54-21-25. Authority to contract with other governmental agencies for prisoners and juvenile delinquents.

If the director of institutions determines that suitable state facilities or services are not available for adult inmates or juvenile delinquents under his control he may contract for same with the proper authorities of the United States, Canada, and any of its governmental subdivisions, another state, another agency in this state or a political subdivision of this state, or with any private or public correctional or treatment facility or agency. The director may also contract, without cost to the state, to provide services or facilities for persons held by any of the jurisdictions mentioned in this section. An adult inmate or juvenile delinquent who is considered for transfer to another jurisdiction as herein provided, and who as an adult or as parent or guardian of a juvenile does not consent to the transfer, will be given notice of the pending transfer and a review by an institutional staff board including at least one member from the treatment staff, the security or housing staff, the administrative staff, and chaired by an individual designated by the director of institutions to determine the need and justification for a transfer. The findings of the review board will, if appropriate, be given to the adult inmate or juvenile delinquent or a representative or guardian, and in the case of adults, to the pardon board, and in the case of juveniles, to the designated juvenile court staff for their approval of the requested transfer. If a treaty is in effect between the United States and a foreign country for the transfer and exchange of offenders, the director of institutions, upon recommendation of the warden and the approval of the governor, may on behalf of the state under the terms of the treaty transfer or exchange offenders and take any action necessary for the state to participate in the treaty.

HISTORY AND LOCATION

Established as a co-educational institution for adjudicated youth by an act of the Legislature in May 1902, the North Dakota Industrial School (NDIS) was opened on May 13, 1903. NDIS is situated in the beautiful Heart River Valley adjoining the southwest city limits of Mandan, North Dakota. The campus, located on approximately 125 acres of land just west of the Heart River and the city of Mandan, is divided east and west by a beautiful tree-lined roadway.

MISSION STATEMENT

The North Dakota Industrial School's mission is to participate in the overall Director of Institutions mission, calling for the protection of society, as well as the treatment and rehabilitation of juvenile offenders. This mission will be accomplished by establishing goals that allow juvenile students to internalize attitudinal and behavioral changes enabling them to adequately function in a free society to a degree that will prevent further involvement with the criminal justice system. Such changes are affected through academic, remedial, special, and reality therapy treatment programs dealing with the development of social skills and behavior. All students are required to acknowledge their own behavior, past and present, and their own behavioral management. Students are asked to begin developing day-to-day living skills which are needed to function effectively once they leave the North Dakota Industrial School.

The North Dakota Industrial School attempts to accomplish these behavioral changes through the use of Reality Therapy. As can be noted in the description of the Counseling Services, the treatment approach is identity-oriented. The ultimate goal of this treatment approach is to lead the individual away from a failure syndrome by learning to deal with his or her behavior in a more successful manner. In essence, students are asked to identify the area in which they have been doing poorly, develop a better plan, and carry out their new program with a stronger commitment. Excuses are not accepted. Should failure occur, natural consequences or discipline will be the result.

The Industrial School has found success with this treatment modality and other state agencies dealing with juveniles have initiated Reality Therapy as their own treatment approach.

REALITY THERAPY/CONTROL THEORY

NORTH DAKOTA INDUSTRIAL SCHOOL CAMPUS

The North Dakota Industrial School has four cottages which house the student residents. Three of the cottages house male students, Hickory, Brown, and Pine. One cottage, Maple, houses all the female student residents. Each of the four cottages is staffed by a Cottage Director and a team of Resident Counselors, all of whom provide supervision 24 hours a day, seven days a week. The Cottage Director is directly responsible for the facility, the staff, the student living activities, and the behavioral management of the students.

Three cottages are located on the east side of the campus--Brown, Maple, and Pine. Brown Cottage, which was opened on December 22, 1963, has a capacity of 24 students, and is a treatment cottage. Maple Cottage, completed in 1952, houses female students and has a capacity of 35

students. Maple Cottage is unique in that it features a Receiving and Development Unit, serves as a maximum security unit for females, and is also a treatment cottage for female students. Pine Cottage was re-opened as a security and treatment cottage in 1983. Old Pine Cottage burned in January of 1981. This Pine Cottage is a completely rebuilt and remodeled cottage. It has a capacity of 14 students, with overflow capabilities.

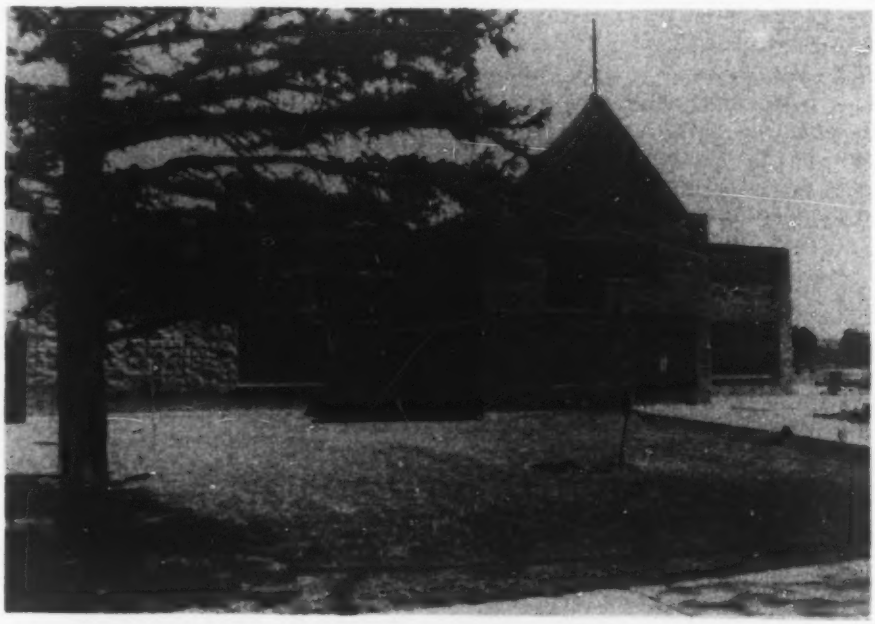
Hickory Hall is located on the west side of the campus and was completed in 1955. It has a capacity of 25 students. Presently, Hickory Hall is the Receiving and Development Unit for male students, and is also a treatment cottage.

The All-Faiths Chapel, completed in 1964 is also located on the west side of the entrance roadway and is used to conduct weekly religious services for all denominations, as well as special religious programs. The Commissary building, erected in 1964, includes a meat department with a walk-in cooler, a regular cooling unit, and a sharp-freeze unit.

ALL-FAITHS CHAPEL

The Administration and Education Building, completed in 1961, is located on the southeastern side of the campus. This facility contains a modern school with library, music, art, vocational, and academic areas. The Vocational Education and Maintenance Building is located on the northern side of the Administration and Education building and houses the three vocational departments.

The North Dakota Industrial School food service building, Centennial Hall, was completed in December of 1988, and provides a multi-use facility with a seating capacity of 180.



CENTENNIAL HALL

One-half of the campus is contained within the corporate limits of the city of Mandan, and protection is provided by the Mandan City Fire Department and Mandan Police Department. The North Dakota Industrial School is also included within the Mandan Rural Fire Department District. Water used for drinking and sanitary purposes is supplied by the city of Mandan. The North Dakota Industrial School wells furnish water needed for irrigation and watering of lawns.

NORTH DAKOTA INDUSTRIAL SCHOOL DEPARTMENTS

In addition to Administration, the North Dakota Industrial School has three other departments: Plant Services and Capital Improvements; Resident Care and Treatment; and, Education. A description of these departments follows.

PLANT SERVICES & CAPITAL IMPROVEMENTS

The primary purpose of the Plant Services Department is to maintain the buildings and grounds and institution machinery and equipment. The maintenance areas include: plumbing, electrical, carpentry, heating, and general maintenance.

The department consists of thirteen positions. They are a plumber, an electrician, a heating plant supervisor, three heating plant operators, a laundry manager, a custodian, and a maintenance worker. The department also includes the food service area with four staff members. Part-time staff funded by the statewide Green Thumb Program and the Morton County Community Work Experience Program (CWEP), are also included in the Plant Services Department.

During the biennium, the new kitchen and dining facility, Centennial Hall, was completed. Other construction projects included: the removal and replacement of all glass windows and doors in the upper and lower halls of the School Building and installation of an extensive irrigating system on the northeast area of the campus to pump water from the Heart River for use in watering the major garden areas.

The Industrial School entered into a joint venture with a local nursery to produce tree and shrub seedlings for distribution to farms and ranches for planting as field windbreaks, farmstead windbreaks, living snow fences, and for wildlife protection. This project will provide meaningful and worthwhile work, as well as education training and rehabilitation for young offenders.

It is our believe that the North Dakota Industrial School students working to provide seed and seedlings and developing a long-range plan for the planting of trees will benefit the environment of North Dakota and the nation. The area will also be a tree and shrub arboretum. Students, faculty, and visitors to the campus will be able to use the arboretum for identification of trees and shrubs.

Two large areas in the Industrial Arts classroom were renovated to house the Training and Occupation Planning Program (TOP), and Competency Based Vocational Education (CBVE) Program. The renovation of these two large areas included painting, sheetrocking, and carpeting. All the work was done by our own staff with the assistance of students.

RESIDENT CARE AND TREATMENT

The North Dakota Industrial School Resident Care and Treatment Department consists of the following program areas: Intake, Counseling, Cottage Programming, and support service areas of Drug/Alcohol, Recreation, and Health/Wellness.

To provide for the care and needs of students while at NDIS, the major goals of the Resident Care and Treatment Department include:

1. Provide a diagnostic assessment of each student through a comprehensive clinical, educational, and vocational testing program.

2. Provide individual as well as group counseling to students.

3. Design and coordinate treatment plans for each student by providing the necessary programming services that will best benefit students during their placement at the North Dakota Industrial School.

4. Provide for the medical, physical, residential, and spiritual needs of students.

5. Keep records and monitor the progress of each student.

6. Develop and coordinate plans regarding the release of each student.

7. Provide consultation and training for all staff at the North Dakota Industrial School.

8. Provide for the coordination of aftercare services.

ACCOMPLISHMENT:

During the 1987-1989 biennium, the Resident Care Department, through a grant from the Department of Human Services, Division of Alcoholism and Drug Abuse, was able to expand and enhance the drug and alcohol programming at the Industrial School by adding a treatment component that includes satellite services from the Heartview Foundation.

A more intensive Family Counseling component evolved and a Family Counselor was identified and hired. This enables us to identify and address those cases where short-term, intensive intervention is available to give assistance to the family and return the student home.

With the aid of the Children's Trust Fund, we were able to continue expanding our Sexual Abuse Prevention and Victims Programming.

Two areas that have been expanded this biennium are community involvement and paid work projects. The Industrial School's primary contribution to our community was in the form of labor to set up and clean up after various celebrations and activities. The paid work projects, supervised by staff, are a favorable introduction to a work ethic.

Admission to the North Dakota Industrial School is by an official commitment order. New students are taken to an intake cottage: Hickory Cottage for boys and Maple Cottage for girls.

Upon their arrival at the Industrial School, juveniles are placed into a Receiving and Development (R & D) or assessment program. The R & D Coordinator works with the individual throughout their assessment period which culminates in a formal meeting that is called the R & D staffing.

During the R & D evaluation period, we work with the student to get acquainted and address their behavior, education, family problem areas, and needs. This evaluation process is completed, in part, through behavioral observations, testing and interviews. This period is also a time when the students are oriented to services and programs that are available to assist them.

At the formal R & D staffing, written reports are presented based upon the information that has been gathered during the assessment period. At this staffing, recommendations, and decisions are made regarding further treatment, length of stay, programming, and placement.

At the time of staffing, parents meet with the student's assigned treatment counselor regarding any further questions or concerns they may have about the treatment program at NDIS.

At the student's staffing, the student is assigned a treatment counselor (case manager), and as a team, develop an Individual Treatment Program (I.T.P.). The I.T.P. team is made up of the student, their treatment counselor, assigned cottage staff, family, community worker, and any agency involved with the student.

The purpose of developing an Individual Treatment Program (I.T.P.) is to clearly define the goals and objectives of the expected behavior and accomplishments. Specific areas of an Individual Treatment Program include, but are not limited to: education needs; residential living expectations; counseling (the identification of basic needs); recreation; employability; family relationships; individual strengths and weakness; placement after NDIS; and, drugs or alcohol counseling.

All students are involved in a treatment group three times per week and a minimum of one scheduled individual meeting with their treatment counselor (case manager).

There are Sexual Abuse Groups available for both male and female victims.

DRUG AND ALCOHOL PROGRAM:

The goals of this program are to: 1) prevent drug/alcohol abuse (or further abuse) through education for our entire population; 2) prepare students, assessed as abusers, for treatment at a chemical dependency treatment facility; and, 3) inform students of and coordinate into support programs in the community to help students maintain abstinence upon their return to the community.

Drug and Alcohol Awareness Programming is offered in four phases:

Phase I consists of a serious of six (6) one hour sessions. Each session is based on a specific area of drug and alcohol abuse. All NDIS students are involved in Phase I.

Phase II consists of twelve (12) two hour sessions. Each session consists of a topic, a report on a step from the AA Program and a usage history. The following topics are discussed through video tapes or lectures, and each student is required to respond with a written report.

a) Pharmacology
b) Chemical Dependency
c) Prevention
d) Peer Pressure
e) Self-Esteem
f) Children of Alcoholics
g) Drug Abuse
h) Drinking & Driving
i) Spirituality
j) All Topics Together

Students learn to share information, give feedback and prepare for further treatment. Students with alcohol and drug problems are

involved in Phase II Programming. Students in Phase II learn about the "12 steps" of AA which is programming for Phase III.

Phase III through a grant from the Department of Human Services, is an intensive program that consists of three hours of group counseling, 5 days a week for 10 weeks, with a certified addiction counselor.

Phase IV consists of exposure to Alcoholics Anonymous. A group of four boys attend weekly AA meetings in Bismarck and girls AA group meets weekly, involving 8-10 girls.

Phase I, II, and III take place on campus with students involved on a one-to-one basis or in a group.

Additional services provided consist of:

1. Family involvement, consisting of periodic meetings with the student, parents, and cottage counselors regarding student's progress in drug and alcohol programming.

2. Treatment coordination consisting of contacts with families and treatment centers to set treatment dates, verify insurance, and share information.

3. Staffings and involvement in student's treatment at a community-based treatment center consisting of visits to update student progress, as well as to confront reoccurring prior behaviors that tend to cause dismissal from treatment, resulting in return to this institution.

Families are encouraged to be involved in their child's treatment program while at the Industrial School. The more involvement, the better we are able to assist in family reunitement and to make the transition back home more successful.

During the school term, Treatment Team Meetings are held at least once a month, to discuss each student's treatment program. The Treatment Team members consist of the student's Cottage director, Counselor, teachers from the educational department, and cottage staff. The purpose of this meeting is to review and develop goals and objectives to help each student meet their needs successfully, and to compare their perception to how others see them doing. Parents and community workers are invited to attend these meetings.

RESIDENT LIVING:

1. CODE OF CONDUCT:
   The North Dakota Industrial School has written and posted a code of conduct for students, listing consequences for behavior which violates facility rules and regulations.

2. LEVEL SYSTEM:
   In the cottage, the level system allows for students to learn and demonstrate increasing levels of responsibility in a progressive manner. The level system goes from Level I to Level IV, with IV being

the highest. Students must apply for each level, completing an application and receiving approval from those staff who work with the student in each are of the program. The application is submitted to the Cottage Director, who will make the final decision after receiving input from staff who work directly with the student.

3. STUDENT ACCOUNTS:

Students are allowed to have money while at the Industrial School. Each student has an account and is able to withdraw up to $15.00 per month. A student may carry $5.00 on their person. Anything over $5.00 will be secured and cared for in the cottage by the Cottage Director.

4. VISITATIONS AND OFF CAMPUS:
All visitations and planned program passes home must be pre-arranged with the director of the cottage in which the student lives. Students are encouraged to have visits on campus and earn the privilege of going off campus with their parents or guardians.

5. COTTAGE JOBS AND CAMPUS ASSIGNMENTS:
Students will be involved in both cottage job assignments and campus jobs. The purpose of cottage job assignments and campus jobs is to teach and develop new skills, better work habits and responsibilities. Students must demonstrate responsibility in the cottage areas before they progress to campus assigned tasks or projects that require students to go off the Industrial School grounds.

6. SEXUAL HEALTH PROGRAM:
A Sexual Health Program is offered to the students to better understand the psychological sexual development of males and females.

7. SECONDARY COUNSELOR:
Secondary counselors are Residency Counselors who work with the students in the cottages. Each student is assigned a secondary counselor. The secondary counselor works with the primary counselors (case manager) in implementing a student's Individual Treatment Program (I.T.P.). In addition to supervisory tasks, the counselor is responsible for meeting with and talking to a student about any issues, concerns, or programs.

RECREATION DEPARTMENT:

The North Dakota Industrial School offers a comprehensive recreational program that uses a cross section of activities to help build and develop self-esteem. Students provide direct input to the weekly scheduled activities by electing a cottage peer as their representative to a weekly meeting of the Student Recreation Advisory Committee.

In addition to intramural and lifetime sports, both physical education classes and social recreation, are provided to students to enhance their emotional, social, and physical development.

CHALLENGE PROGRAM:

A challenge "Experiential Education" Program is provided at the North Dakota Industrial School. The program consists of two types of challenge treks: hiking treks in the late spring and early fall, and canoe treks in the summer months. The challenge program teaches survival skills and helps students to build self-esteem and confidence in their ability to succeed and to complete difficult challenges. Students are chosen for the program based on both their progress and ability to benefit from the program.

CHAPLAINS PROGRAM:

Each student is interviewed by a chaplain shortly after arrival at the Industrial School. Religious services are held both on Saturday and Sunday; Saturday at 4:00 p.m., Catholic Mass is held; and, Sunday a Lutheran Worship service is held at 10:300 a.m. Other religious groups that have special ministry to youth are invited to conduct religious activities with our students. We do encourage students to attend, however, they are not required to attend religious services.

MEDICAL/DENTAL/OPTOMETRIC SERVICES:

Upon arrival, all students are given a handout which explains the process to obtain medical assistance. All students are initially seen by the school nurse for a pre-physical examination, followed by a physical examination by a doctor, and thereafter, by request of a student or staff, through a designated referral process. A doctor is available for clinic once a week, or as needed. If an emergency situation occurs, emergency care will be provided and the parent or guardian will be contacted as soon as possible. Dental care is provided based on individual need. Visual screening is done by the school nurse. If there is a need for eye glasses, the school will provide the examination, plastic frames, and lenses.

AFTERCARE SERVICES:

The Aftercare Coordinator at the North Dakota Industrial School is responsible for establishing, administering, and supervising the institutional Aftercare Program. When students are ready for release from the North Dakota Industrial School, the primary counselor develops, with the student, a release plan, coordinating the plan with a community worker.

If the student is on a commitment from the Division of Juvenile Services (DJS), Tribal Court, or federally committed, when released he or she is discharged back to that agency. If the student is here on a direct court commitment, he or she is placed on a trial placement status, under the supervision of either DJS or a probation officer from the courts.

The Aftercare Coordinator interviews each student prior to placement and assists in evaluating the placement.

The department coordinates the development of placement regulations for students placed on trial placement, and requests monthly evaluations from the community aftercare worker. While monitoring these evaluations, the Aftercare Coordinator works with the aftercare supervisor and authorizes

changes in placement regulations, recommends referral to other agencies, and recommends the rescinding of placement orders to the Superintendent whenever it appears appropriate the student should be returned to the institution.

RETURNEE PROGRAM:

Students, upon being returned to the Industrial School, are placed in our Returnee Program, with the exception of a small number of students who are returned for periods of time less than one month.

The Aftercare Coordinator works with each returnee to prepare them for re-entry into an appropriate program. This program consists of daily interviews which last about one hour. Typically, this program continues for one, two, or tree weeks, depending on the students needs or pending court action.

EDUCATION DEPARTMENT

The educational system of the North Dakota Industrial School operates as a state operated institution and is known formally as Marmot High School. Marmot High School has its own school district, the Marmot High School District.

The Director of Education and all certified teachers are credentialed by the North Dakota Department of Public Instruction and meet the department's standards to ensure that state educational accreditation standards are met fully, for the advancement and graduation of students from an accredited high school district. The Director of Education also has the responsibility of administering the vocational education program at Marmot High School. The State Board of Vocational Education and the Department of Public Instruction accredits our vocational program and also establishes the standards for the professional vocational teaching staff.

The Director of Education provides leadership and direction for curricular development and program implementation; assures compliance with federally funded programs, such as Chapter I, Vocational Education, Special Education, and other grant procurements. The director monitors each program and provides technical assistance and provides guidance services with other staff members, in academic and vocational program planning for all students.

The Education Department has a faculty of twenty full qualified and certified teachers, each degreed in his or her major or minor field or preparation. Other school staff include an Artist-In-Residence, who is non-certified and a custodian, on a part-time basis. The faculty includes two supportive staff for a total component number of education personnel of twenty-four.

Individualized instruction is utilized in all academic and vocational classrooms and instruction is accomplished by a one-to-one method. The educational system is designed to be an open entry and open exit system with grade levels from grade seven through twelve. There are students whose level of achievement is below the seventh grade level or below his or

her expectant grade level. Remedial education is provided to each student whose level of achievement is indicated as deficient.

The grading system is standardized in the traditional manner with letter and corresponding Arabic numbers. A to D and 100 to 60 are the designated passing grades. Classwork that is not satisfactory to the teacher's program standard is done by the student until it meets the course standard that is established by the teacher, or positive modification is made for the student's learning style or capacity to learn satisfactorily.

Marmot High School cannot be classified as strictly traditional, alternative, or functional school. It is all three because the needs of the students are as varied as the classification and the educational treatment provided.

Student assignments within his or her program are a direct result of the classification of students and the educational treatment prescribed. This is based on past and present behaviors-academic, emotional, and psychological. Assignments are derived from a course outline or continuum. Steps on the continuum are modules of work to be completed by the student. The completion of the prescribed or pre-determined number of modules called "Ed Pacs" earns a student a certain amount of high school credit. There are students who need modification of these modules or completely new modules may have to be developed.

Educational services at the North Dakota Industrial School are described in terms of six major program areas. They are: 1) Basic Skills; 2) Academic Credit Courses (Carnegie Units); 3) Vocational Education; 4) General Equivalency Development (GED); 5) Testing and Evaluation Program; and 6) Special Education.

The goal of the Basic Skills Program is to have every student achieve his or her grade level in the basic skills of reading, mathematics, and language arts before they are released from the institution. The basis of measurement in these areas is the California Achievement Test at pre-release testing. Measurements of student growth are taken as the student progresses through his or her own special program. This allows for corrective measures to be taken by the instructor or treatment team when necessary.

The goals of the Academic Credit Program is to allow a student to continue his or her regular traditional high school course work or plan his or her program in an alternative way to accelerate course credit deficiencies in order to advance to the next grade level or graduation from high school. This program includes required courses, as well as elective courses. Marmot High School is fully accredited by the Department of Public Instruction.

The goals of the vocational program are to assist students in acquiring entry level job skills as well as earning high school credits. The programs that are approved by the State Board for Vocational Education are: 1) building trades; 2) office education; 3) agricultural motor mechanics; 4) welding; and 5) home economics.

All students over the age of sixteen years participate in vocational education. Students under the age of sixteen years participate in an exploratory core vocational program involving all our vocational areas. The vocational department, especially the office education area, has been updated with computers for instructional use. The use of computers in the Diversified Occupations area will also enhance assessment and career exploration for students.

Associated with our vocational programs is the Job Training Partnership Act (JTPA) Program. It is now called at the institution, the TOP (Training and Occupation Planning) Program. This program is a result of our previous exemplary youth program. It is now called generically Diversified Occupations. It is a component of the vocational program. The program serves those students who are deemed eligible for TOP services. Basic instruction in job seeking, job retention, and job placement capability are assessed by the TOP staff. Also associated with one of our vocational programs (Motor Mechanics) is a program of assistance to participants in the Burleigh County, Morton County, and Job Service Program for aid to financially limited individuals. Repairs to automobiles are made at cost or near cost to assist individuals with the financial burden of automotive repairs while receiving assistance from Human Services or Job Service.

The goal of the General Equivalency Development (GED) program is to provide students who are over the age of seventeen years with an alternative means of earning a high school equivalency completion certificate. After completing preparatory work and skill testing, the students are permitted to take a series of five tests, which is the GED examination at the Bismarck State College Test Center.

The educational testing at Marmot High School provides a comprehensive analysis of each student in order to plan a student's educational treatment program. This program assists all behavioral needs of our students. The tests that are used to gain a clearer student profile are: The California Achievement Test; the Peabody Individual Achievement Test; the Peabody Picture Vocabulary Test; the Wide Range Achievement Test; the Woodcock-Johnson Mastery of Skills Test; Wide Range Interest Opinion Test; Interest Inventory Check List; Attitude Toward School Scale; Vocational Assessment; and Behavioral Assessment. All students are tested upon entrance and exit from the institution to measure academic and behavioral change in the educational department.

The Library/Media Center has three major functions; 1) it provides library resources for the school and campus; 2) it provides an instructional center where coordination of all media equipment and materials are supplied to the school and campus; and 3) it is a teaching station for our General Equivalency Development (GED) Program.

Within the Library/Media Center, a positive atmosphere is fostered for the student in finding sources of information to encourage student reading for leisure time. The materials in the Media Center are organized for easy accessibility and are used by both students and faculty. Accurate inventories of equipment purchased by both state and federal dollars are maintained.

ACCOMPLISHMENTS:

Over half of our students participate in our Chapter I remedial program of reading, basic mathematics, and language arts. The average gain in 1987-88 for reading was 1.0 years; basic mathematics was 1.28 years; and language arts was 2.41 years. The total average gain in all three areas was 1.89 years.

The gains for the 1988-89 Chapter I program in these same areas are as follows: reading -- .48 months; basic mathematics -- 2 years and .41 months; and language arts -- 2 years and .35 months.

The total combined average gain for the biennium for the total Chapter I remedial program was 1 year and .82 months.

SPECIAL PROJECTS..BUILDING TRADES

The growth in academic achievement of all students at the Industrial School is measured by a pre and post test, the California Achievement Test. The areas of reading and mathematics are tracked. The average gain for all students in the area of reading was .81 months; the gain in mathematics for all students was .915 months. This is the average for the 1987-88 biennium.

The Special Education program has served 147 students with Specific Learning Disabilities (SLD) during this biennium.

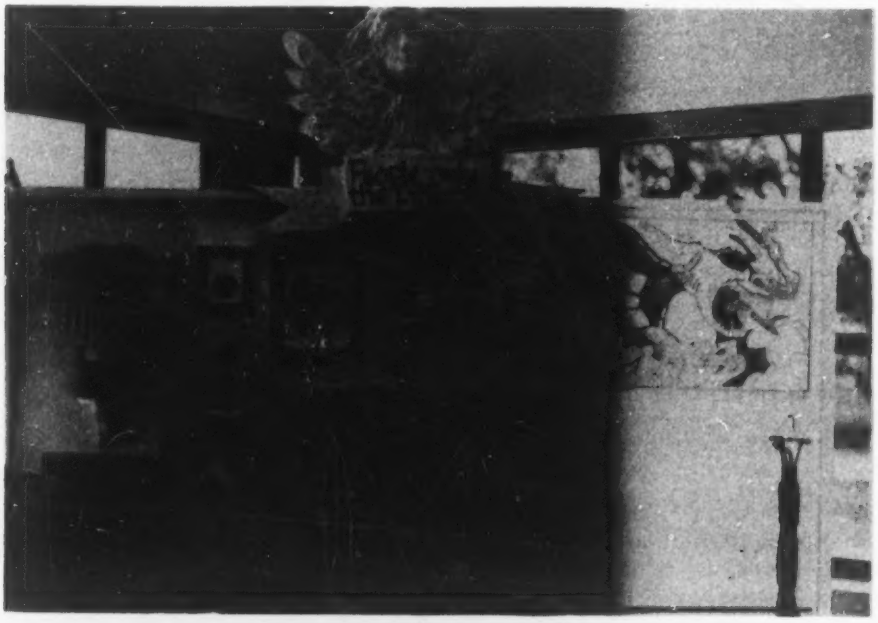
The number of students receiving his or her high school diploma from Marmot High School was 41. This is a gain of 16 over the last biennium. The number of students receiving the General Equivalency Development (GED) certificate was 28. This is a drop of 15 from the last biennium. Seventy-four students completed the vocational requirements for their vocational certificates. And, sixteen students received eighth grade diplomas.

NDIS ART PROGRAM

The North Dakota Industrial School art program is designed for success, self-realization, and serves as a release valve for the students during their stay.

Projects and skills are introduced on a weekly basis and students are encouraged to work in the given instructional area. However, each student can explore or pursue individual projects or mediums.

The art class is important in building a student's self-image, self-motivation, and self-esteem in a positive non-threatening learning environment. In summary, we want students to be advocates of the arts, as well as to use their NDIS art experience in their lives. The art projects, finally, are not an end to themselves, but a way of "hooking" students to the arts, as well as a more positive way of live.



ART DISPLAY IN CENTENNIAL HALL

FUTURE DIRECTIONS

The Division of Juvenile Services was created to bring about consolidation and coordination of services to juveniles within the juvenile justice system in North Dakota. It's mission is to provide a continuum of service to juvenile delinquents and unruly youth in North Dakota and to protect society from those youth who are a danger to themselves and others. This will be accomplished through the development of a treatment rehabilitation plan for each youth and through the provision of an array of services by dedicated staff who will ensure that youth receive these services in the least restrictive environment.

The North Dakota Industrial School, as part of the Division of Juvenile Services, has and will continue to work to meet the goals established by the Division of Juvenile Services.

The goal of a coordinated service delivery system for juvenile offenders with clearly defined treatment, supervision, management, and administrative responsibilities and functions, will be promoted through closer working relationships between the North Dakota Industrial School treatment staff and community case managers. Juvenile services are now coordinated by case managers from the time they enter the system, on a community level, through their institution placement, and upon return to community programs.

Tracking services are an example of services that follow the student from the community to the institution and back to their home communities. Another program that bridges the community-to-institution gap is the "Diversified Occupations Program" which is coordinated through the North Dakota Industrial School and reaches students in the alternative schools of North Dakota. This program allows youth at risk to choose from up to 150 different vocational courses and those courses continue from the community to the institution and back to the community.

Another goal of the Division of Juvenile Services is to provide a juvenile corrections system that encourages the use of the least restrictive care alternatives for all but the most serious offenders. The North Dakota Industrial School assisted in the development and implementation of a Risk Assessment Instrument to insure the least restrictive environment is provided each individual.

The coordinated continuum of care for juvenile offenders goal is being pursued through common training of DJS community workers and North Dakota Industrial School staff. Through Reality Therapy and Control Theory, Strategies for Juvenile Supervision, and Crisis Intervention training, there is increased efficiency through common language, procedures, and leadership which results in am ore consistent effort.

The Division of Juvenile Services also attempts to provide juvenile offenders with opportunities for treatment and rehabilitation, the delivery of adequate human services, and correctional programs and services. The North Dakota Industrial School parallels this goal through the development of a Challenge Program and a re-emphasis of the drug and alcohol and sexual abuse programming for juveniles. A major effort to acquire funding through grants is presently underway.

To provide a system that protects society from violent, repetitive offenders and to provide for participation of key juvenile justice decision-makers in policy development, are two key goals for the Division of Juvenile Services. These protection and participation goals have led to a classification and risk assessment instrument. This will better facilitate the Division of Juvenile Services and the North Dakota Industrial School in meeting their combined goals while allowing for major input from policy makers. During the 1989-91 biennium, it is the Division's goal to remove students from the North Dakota Industrial School who would best function in appropriate community programs. As needs and programs develop, the North Dakota Industrial School will assist in achieving these goals.

In conclusion, we join as a part of the Division of Juvenile Services to reinforce the commitment the Division has toward the total juvenile justice system for the state of North Dakota.

IN-SERVICE TRAINING

In-service training was provided to the staff of the North Dakota Industrial School in the following areas: academic; administration/management; clerical/office; clinical; health & safety; maintenance/physical plant; food service; and, general.

In-service training is used to assist staff in staying current with job-related issues. During the 1987-89 biennium, staff participated in approximately 5,868 hours of in-service training.

COMMUNITY RELATIONS & MEDIA COMMUNICATIONS

One of the goals of the North Dakota Industrial School is to increase awareness of our role. This was accomplished through tours, film presentations, meetings, meetings, and conferences with various groups and individuals including state agencies, schools, and community based clubs and organizations.

RESOURCES AVAILABLE

Upon request, the North Dakota Industrial School will furnish to the public, an information brochure which provides program descriptions and functions of the school.

Primary resources are also available to the public, such as minutes of:

- Area Director's (AD) Meetings
- Superintendent's Staff Advisory Committee Meetings
- Student Advisory Committee Meetings
- Teacher's Meetings

The North Dakota Industrial School's Policy and Procedures Manual will be kept on file at the North Dakota State Library and is also available to view at the North Dakota Industrial School in the Administration Building.

Upon request, a slide presentation of the North Dakota Industrial School is available to various groups. Tours of the campus are limited to professional and career oriented groups by making special arrangements with the administration.

The School also makes the gym and swimming pool available to outside groups and service organizations, upon request and approval by the Superintendent.

INFORMATIONAL DATA ON STUDENT POPULATION

	BOYS	GIRLS	TOTAL
STUDENT POPULATION			
June 30, 1987	85	30	115
ENTERED:			
July 1, 1987 - June 30, 1989:			
New Admissions	197	75	272
Returnees	109	46	155
Totals =	306	121	427
Students returned for:			
-Violation of trial placement	23		
-Recommitted	132		
DISCHARGED:			
June 30, 1987 - July 1, 1989	327	128	455
STUDENT POPULATION			
June 30, 1989	67	17	84
TOTAL RUNAWAYS DURING PERIOD:	43	11	54
From vacation---------- 6			
From NDIS----------47			
From other institutions-- 1			
54			
STUDENTS RETURNED FROM:			
Runaways	42	11	53
Still at Large	1	0	1
STUDENTS PLACED ON TRIAL PLACEMENT:	44	14	58

SOCIAL INFORMATION - RACE

	BOYS	GIRLS	TOTAL
Caucasian	230	98	328
Native American	63	23	86
Hispanic	5	0	5
Black	8	0	8
TOTAL	306	121	427

AGE AT TIME OF COMMITMENT

	BOYS	GIRLS	TOTAL
AGE:			
12	1	1	2
13	8	6	14
14	24	17	41
15	77	34	111
16	87	36	123
17	104	27	131
18	5	0	5
TOTAL	306	121	427

COMMITTING AGENCY

	BOYS	GIRLS	TOTAL
Bureau of Indian Affairs	21	9	30
Direct Court	120	37	157
Div.of Juvenile Services	39	7	46
Federal Court	8	0	8
Social Services	1	2	3
State Youth Authority	117	66	183
TOTAL	306	121	427

COUNTY OF RESIDENCE

	BOYS	GIRLS	TOTAL
Adams	1	1	2
Barnes	6	4	10
Benson	3	1	4
Bottineau	5	0	5
Burke	1	0	1
Burleigh	49	28	77
Cass	24	8	32
Cavalier	3	2	5
Dickey	7	0	7
Dunn	2	0	2
Eddy	0	1	1
Foster	1	0	1
Grand Forks	29	8	37
Griggs	3	0	3
Kidder	1	1	2
LaMoure	1	0	1
McHenry	2	0	2
McIntosh	1	0	1
McKenzie	6	0	6
McLean	4	0	4
Mercer	3	0	3
Morton	26	9	35
Mountrail	8	2	10
Oliver	0	2	2
Pembina	9	0	9
Pierce	2	0	2
Ramsey	9	2	11
Ransom	2	0	2
Richland	4	1	5
Rolette	12	5	17
Sargent	1	0	1
Sioux	12	1	13
Stark	9	5	14
Stutsman	9	12	21
Towner	3	1	4
Walsh	14	11	25
Ward	14	6	20
Wells	1	0	1
Williams	15	10	25
Out-of-State	4	0	4
TOTALS	306	121	427

COMMITMENT STATUS

OFFENSE:	BOYS	GIRLS	TOTAL
Delinquent Offenders	291	60	351
Status offenders	15	61	76
TOTAL	306	121	427

NOTE: Out of the 427 students, 120 were committed for evaluations, assessment, detention (72 boys/48 girls)

PREVIOUS PLACEMENTS

	BOYS	GIRLS	TOTAL
Charles Hall	2	14	16
Dakota Boys Ranch	64	0	64
Eckert Youth Home	5	8	13
Foster Care	23	40	63
Good Bird Home	9	24	33
Heartview Foundation	38	14	52
Home on the Range	20	0	20
Independence, Inc.	0	2	2
Jamestown State Hospital	83	36	119
Laramie Group Home	1	1	2
Luther Hall	0	18	18
Oppen House	0	1	1
Out of State Facilities	32	5	37
Private Hospitals	68	42	110
Ruth Meiers Group Home	0	1	1
S.W.Dist.Correct.Center	2	0	2
Wahpeton Indian School	4	1	5
TOTALS	351	207	558

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAMS

Major Improvements	$ 67,621.08
Auxiliary Services	992,148.18
Administration	841,179.80
Student Living	1,475,961.58
Education	1,321,208.59
Clinical	562,902.50
Total 1987-89 Costs	$5,261,021.73

COST SUMMARY BY OBJECT

Salary & Wages:

Salary & Wages	$3,324,596.53
Fringe Benefits	850,794.16
Total Salary/Wages	$4,175,390.69

Operating Expenses:

Microfilm Services	$ 1,407.64	Mgmt./Consult.	17,240.00
Motor Pool	29,540.95	Med./Hospital	55,178.82
Travel	19,518.17	Prof.not class.	26,682.20
Coal	89,282.82	Prop.Insur.	8,378.89
Electricity	100,881.60	Liability Insur.	176.00
Natural Gas	51,133.87	Awards/prizes	508.56
Water & Garbage	27,874.90	Misc.fees	2,037.99
Postage	5,777.41	Patient Allow.	10,877.00
Telephone/telegraph	34,992.81	Office Sup.	13,636.79
Office Equip.Rental	8,056.47	Printing	3,942.33
Rent of Equip./Film	1,172.02	Other printing	378.90
Rent of Land	100.00	Books	10,414.91
Conference Expenses	2,982.00	Resource Mat.	385.34
Dues/Memberships	335.00	Education sup.	35,251.46
Professional Develop.	325.00	Microfilm	297.90
Advertising Services	390.19	Subscriptions	6,341.07
Extermination Serv.	1,737.20	Dry Goods	15,584.30
Freight/Express	914.32	Food Supplies	177,731.94
Repair-Bldgs/grounds	3,264.56	Clothing	13,484.37
Repair-Equip/auto	21.95	Medicine	12,863.07
Repair-Equip/office	1,007.25	Surgical sup.	2,869.91
Repair-Equip/other	4,580.94	Boiler sup.	31,184.18
Repair/Service Radios	831.95	Electrical	11,376.29
Repairs not classified	75.00	Building sup.	40,236.44
Serv. Contracts/office	847.00	Janitoral sup.	20,002.75
Audit	5,523.00	Paint	6,874.41

Operating Continued:	
Plumbing Sup.	$ 7,660.02
Repair Parts-Radio	248.30
Equip.Repair Prts	7,507.32
Road Maint.Sup.	85.50
Seed Feed/Forage	1,047.97
Fuel/Oil-Vehicles	11,081.03
Repair Parts-Veh.	1,531.18
Dishes/Silverware	1,318.55
Laundry Supplies	6,188.78
Expendable Tools	1,501.26
Recreational sup.	3,633.36
TOTAL OPERATING	$958,313.11

Capital Improvements:	
Roof Repair/Hkry.	$ 9,870.27
Gym Repair	10,897.38
Maple Renov.	28,098.12
Pine Renov.	2,191.86
Deaerator Tank	14,738.45
Brown Cottage	1,825.00
TOTAL CAPITAL IMPROVEMENTS	$67,621.08

Equipment:

Office Machines	5,956.37
Furnitures	3,395.26
Office Equip.	5,058.97
Household Equip.	6,043.40
Mach./tools	250.00
Radio Equip.	998.00
School Equip.	33,458.53
School Equip/books	1,273.80
Other Equip.	2,726.00
Other Equip.	536.52
TOTAL EQUIPMENT	$ 59,696.85

1987-1989 TOTAL EXPENDITURES $5,261,021.73

SUMMARY OF FUNDING

General Funds		$3,610,147.78
Revenues:		
Ed.& Research	$ 403,112.98	
Care/Treatment (BIA,BOP,DPI)	648,375.62	
Lease/Rental-Land	700.00	
Lease/Rental-Bldgs.	30,820.00	
Sale Meals	8,125.36	
Misc.Revenue	1,739.99	
Interest Income	558,000.00	
TOTAL REVENUE		$1,650,873.95

1987-1989 TOTAL FUNDING $5,261,021.73

STATE OF NORTH DAKOTA

RADIO COMMUNICATIONS DEPARTMENT

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 - June 30, 1989

State of North Dakota

STATE RADIO COMMUNICATIONS

AREA CODE 701-224-2121
BOX 5511

BISMARCK, NORTH DAKOTA 58502-5511

GEORGE A. SINNER, Governor
Director of Institutions
LYLE V. GALLAGHER, Director of Communications

Richard L. Rayl
Director of Institutions
10th Floor - State Capitol
600 E. Boulevard
Bismarck, ND 58505

Mr. Rayl:

On behalf of the dedicated staff of State Radio, I submit this biennial report.

We are proud of our accomplishments in the 1987-1989 biennium. Our staff works in a team effort to reduce costs, improve services, and increase productivity at all levels. We enjoy new challenges, ideas, and concepts, and working with technological advancements in telecommunications.

The following is our agency's biennial report for the period of July 1, 1987 through June 30, 1989. I would like to thank my entire staff for their assistance and cooperation during this biennial period.

Respectfully submitted,

Lyle Gallagher

Lyle V. Gallagher
Director

NORTH DAKOTA STATE RADIO COMMUNICATIONS
BIENNIAL REPORT
JULY 1, 1987 TO JUNE 30, 1989

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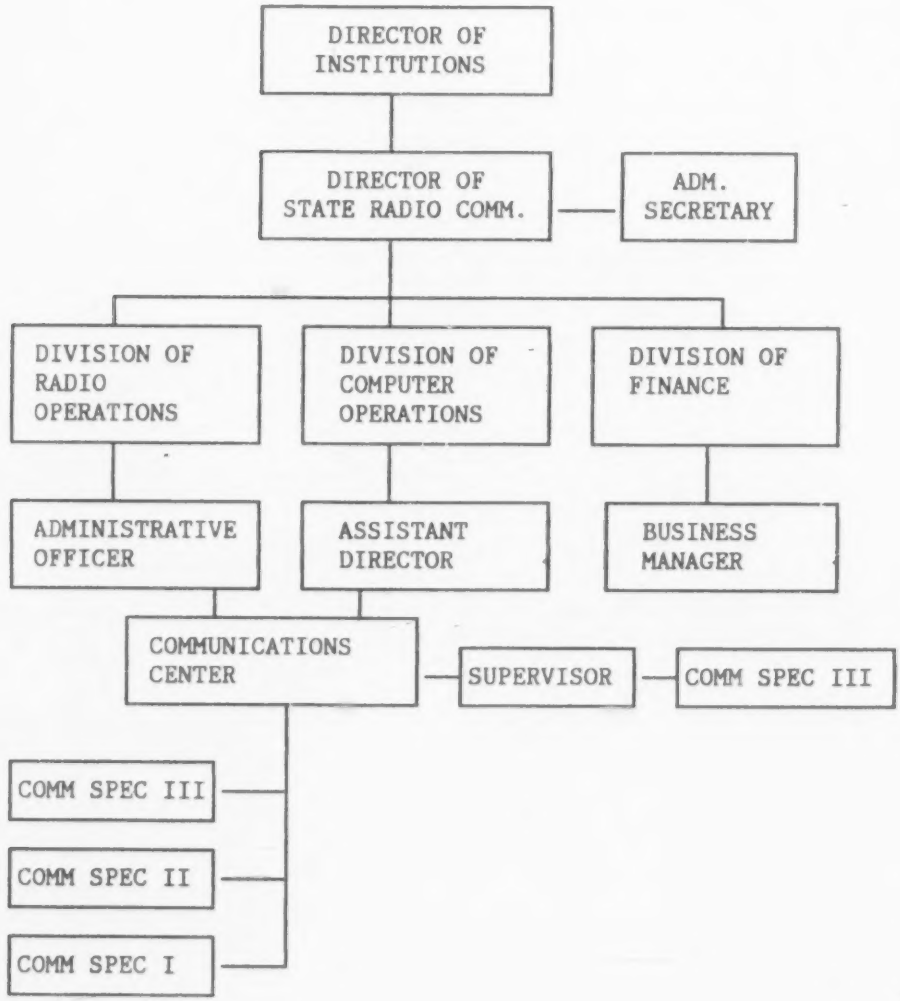
STATE RADIO COMMUNICATIONS

ADMINISTRATIVE STRUCTURE



AGENCY DESCRIPTION:

STATE RADIO is North Dakota's communications nerve center. North Dakota is the only state in the United States that has the ability to communicate with all its public safety services on one common channel. The agency utilizes modern telecommunications equipment to provide a communications network in the interest of public safety for all North Dakota citizens. Through 105 radio stations and a computerized law enforcement teletype system, the agency transmits information to aid law enforcement, disaster and emergency services on a 24-hour basis. **State Radio** is responsible for warning the state's residents in the event of floods, tornados, blizzards, or threats of nuclear or air attack. **State Radio's** services are available by dialing 1-800-472-2121.

STATUTORY RESPONSIBILITIES:

54-23.2-02. **State radio broadcasting system.** The director may purchase necessary equipment to construct, establish, and maintain radio broadcasting system for North Dakota. The director is also empowered to establish and maintain a system for law enforcement communications.

54-23.2-03. **Political subdivisions may furnish receiving and transmitting sets for enforcement purposes.** Each county and city law enforcement agency is empowered to provide communications equipment to appropriate personnel. The director is empowered to sell communications equipment to public law enforcement at no profit to the state. Related funds shall be credited through the State Treasurer.

54-23.2-04. **Broadcasting dispatches - Reports required.** It shall be the duty of the director to broadcast all pertinent dispatches related to public safety. The Director shall also broadcast other reports upon the request of appropriate officials.

54-23.2-04.1. **Lost or runaway children and missing persons.** The state radio department shall:

1. Establish and maintain statewide information for runaway children and missing persons.
2. Establish contacts and exchange information regarding lost or runaway children and missing persons with the national crime information center.
3. Notify all enforcement agencies of information regarding lost or runaway children and missing persons.
4. Compile and retain information and periodically review lost or runaway children and missing persons.
5. Provide confirmation of prompt entry of lost or runaway children and missing persons into appropriate information systems.
6. Allow any duly designated or family member to file missing persons report.
7. Compile and maintain information pertaining to missing individuals:
   a. To develop/improve techniques utilized by law enforcement in missing persons cases.
   b. To provide information for research of lost/runaway and missing persons.

54-23.2-05. **Emergency service for certain messages.** All appropriate telephone companies shall extend emergency service when requested.

54-23.2-06. **Law enforcement radio equipment on private automobiles prohibited without permit.** Restriction of law enforcement communication equipment by unauthorized private citizens.

54-23.2-07. **Maintenance of radio system - Personnel, equipment, and expense.** The director may employ radio operators and assistants and purchase equipment as deemed necessary for operation of system.

54-23.2-08. **Payment for law enforcement system.** Each law enforcement entity shall pay for telecommunications system as prescribed by statute.

57-40.6-01. **Definitions.** Pertains to definitions of emergency services communication system advisory committee.
1. Governor to appoint nine (9) member advisory committee.
2. The advisory committee shall establish standards and guidelines for development and operation of emergency 911 telephone systems.
3. The advisory committee shall prepare, each biennium, a report on its work for submission to the governor and the legislative assembly.

STAFF REPORT:

State Radio might be considered a small agency with its twenty-nine (29) employees, however, the agency's experience and knowledge make State Radio an integral part of North Dakota's public safety service.

TRAINING & EDUCATION:

State Radio has a broad area of training requirements which include receiving staff training in all areas of public safety, as well as providing a 40-hour public safety communications school twice a year. As NCIC's State Control Agency, State Radio is required to provide training and to audit the North Dakota NCIC criminal records and records entry procedures. State Radio also provides instructors for the Law Enforcement Academy which includes a portion of the Basic Police Officers course.

State Radio personnel received an average of 25 hours of training and education per employee while 338 personnel from other agencies and departments (Police, Fire, Emergency Medical) received an average of 4 hours per person.

EVALUATION OF MAJOR GOALS & OBJECTIVES FOR THE 1987-1989 BIENNIUM:

State Radio personnel worked as a team towards seven (7) strategical designed goals:
1. Work closely with the DOI, OMB, and all agencies involved, to ensure State Radio's smooth transition into a Department of Public Safety.
2. Improve communication education level of State Radio staff.
3. Implement new radio maintenance program and direct the on-going process.
4. Comply with Federal Bureau of Investigation National Crime Information Center (FBI/NCIC) training and audit mandates.
5. Improve and maintain the statewide file system for missing persons (HP1152).
6. Upgrade of communication systems.
7. Purchase and install a new recording and statistical information system.

MAJOR IMPROVEMENTS:

Two major projects were implemented. State Radio reduced the State Law Enforcement Teletype System from eleven circuits to seven, and increased the line speed which improved the performance of the system.

By using an electronic switching concept, we reduced the State Radio system circuit requirements from 105 4-wire full duplex circuits to seventy full duplex radio circuits. There was no degradation in system performance or reduction in service to our users.

IDENTIFICATION OF TRENDS:

A definite trend is developing for State Radio to be the public safety communications center for North Dakota. More and more counties and cities are relying on State Radio's technical assistance in developing systems, coordinating frequencies, training personnel, and providing emergency services such as alternate routing of 911 calls into State Radio from communities that cannot afford a central dispatch center.

Since our agency is a service oriented agency, the majority of our resources and staff are dedicated to serving all Federal, state, county, and city public safety services in North Dakota. For example, our agency assisted law enforcement in the development of a statewide drivers history information system and because State Radio has the expertise in the area of NCIC, teletype, and public safety radio and telephone communications, we will continue to professionally train, educate, and serve all public safety agencies in North Dakota to the best of our ability. North Dakota is the only state in the nation with the ability to page public safety personnel on a statewide basis.

As State Radio continues to be involved in the management and delivery of criminal records information, it has been necessary to change our organizational structure and develop a separate computer and records division within the agency. State Radio is the statewide center for handling dangerous and hazardous material incidents, as well as becoming the state clearinghouse for missing and exploited children. In 1990 State Radio will be part of a national program to send and receive photographs and fingerprints on a nationwide basis.

CONCERNS:

State Radio's staff are doing everything possible to upgrade communications systems on a timely basis and to develop new programs that support the responsibilities of the agency. However, heavy increases in workloads have been created in radio and data communications, missing childrens program, FBI NCIC audit responsibilities, and in the area of 911 administration and management.

The Communications Center continues to have one radio console that is not staffed. As a result of the 24 hour operation and the statewide responsibility in communications and law enforcement, our workload continues to increase each year, but our staff level has decreased. If this trend continues it may be necessary to cut some critical services in public safety communications.

FREQUENCY COORDINATION AND SPECTRUM MANAGEMENT REPORT:

Frequency coordination is one of the most important responsibilities of the office. Many hours of hard work are involved in the frequency coordination process. State Radio must continue to manage this vital resource to assure that not only the system, but all other public safety systems are free from congestion and interference problems.

From July 1, 1987 to June 30, 1989, the agency processed ninety-five (95) frequency coordination applications in the public safety radio service.

1987-1989 FREQUENCY COORDINATION

POLICE	15
LOCAL GOVERNMENT	35
SPECIAL EMERGENCY	1
FIRE	2
OTHER	8
CROSS CONCURRENCE	34

NEW PROGRAMS IN THE 1987-1989 BIENNIUM:

RADIO

1. Upgrade of statewide radio system from 105 control circuits to 70.
2. Upgrade of latest state-of-the-art computerized telephone system.
3. Upgrade of communications van with mini repeaters and portable police riot control system.
4. Emergency assistance communications provided for all school buses in the state.
5. New APB program developed to provide more criminal justice radio information.
6. Developed three new communication programs for the ND Centennial.
   A. Law Enforcement & Security
   B. Transportation
   C. Radio Dispatch Services
7. Installation of national weather satellite tracking system.

DATA COMMUNICATIONS

1. Upgrade of statewide law enforcement teletype system to 1200 baud.
2. New drivers history system developed for law enforcement.
3. Developed and implemented automated road block files for law enforcement.
4. Automated criminal history files are now available for N.D. law enforcement and other law enforcement agencies in the United States through the N.D. State Radio message switcher upgrade.
5. Automated on line software (dial up) upgrade for faster software maintenance of our law enforcement files.
6. New NCIC audit procedure was developed to audit law enforcement agencies for security and records management.
7. NCIC 18 hour Entry Authorization course was developed for user agencies.

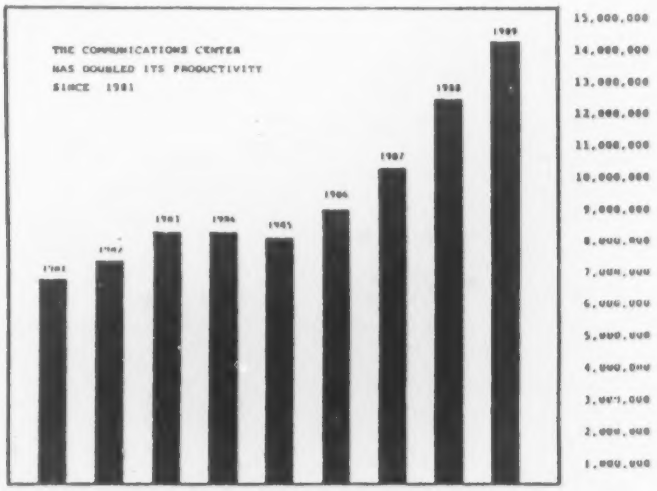
8. NCIC user agency correspondence course, testing, and reaffirmation for NCIC Inquiry Authorization.
9. Upgrade of all data and computer LETS terminals in central communications dispatcher center.
10. Upgrade of computer software frequency coordination system.
11. Automated the Police Radio Directory for law enforcement.
12. New daisy chain program developed to save money for ND cities and counties who use the law enforcement teletype system.

ADMINISTRATIVE

1. Reorganization of administrative workload and responsibilities.
2. National certification of State Radio as the Statewide Clearinghouse for Missing and Exploited Children and establish and maintain a statewide file system for missing and exploited children.
3. New incentive program was developed to improve the individual performance of all employees and enhance the team concept.
4. New performance standards were developed in each classification through Central Personnel's AMA program.
5. Developed standards and guidelines to establish a level of Emergency 911 telephone system services in North Dakota.
6. Developed new teletype maintenance program to reduce maintenance costs and improve response time for LETS system users.
7. Worked with Office of Management and Budgets purchasing division to develop an improved program of radio bid specification evaluations.
8. Developed a new program to provide weekly management meetings and rotating monthly supervisory and staff meetings with improved training and educational programs.
9. New program developed for on-line automated accounting system with Office of Management and Budget.
10. New billing program developed for law enforcement teletype system for all counties and cities in North Dakota.
11. New shift management policy developed for administrative management procedures manual.

1987 - 1989 BIENNIAL WORKLOAD

	PER DAY	BIENNIAL TOTAL
Radio Transmissions	3,288	2,400,283
Radio Log Entries	917	669,339
Motor Vehicle Registrations	105	76,791
Drivers License Requests	74	53,961
Incidents	28	20,159
Computer Transactions	29,797	21,752,111
Total Transactions	34,209	24,972,644



BASED ON RADIO AND COMPUTER TRANSACTIONS

1987 - 1989 NEW MOBILE ASSIGNMENTS

UNIT SERIES	NUMBER ASSIGNED
1000 - 1999	28
200 - 399	1
3500 - 4999	36
5000 - 5999	47
6000 - 6999	41
700 - 799	1
800 - 899	2
9000 - 9999	240
Total New Assignments	396

School Buses Assigned Unit Numbers in 1988-1989 — 53

EVALUATION:

STATE RADIO SYSTEM MAINTENANCE:

One of the agency goals was to reduce the number of leased telephone lines thereby reducing associated costs. The goal was successfully completed in 1989. Maintenance records indicated the need to replace eleven station power supplies, while twenty-nine (29) station modules required repair. Due to an antenna reinforcement project, only two (2) antennas actually required replacement.

The system components continue to show signs of age. During the biennium, seventy-one (71) radio outages due to actual radio equipment failures resulted in 1,318 hours of circuit down time. Circuit down time as a result of line noise, cut cables, and carrier failures resulted in 189 outages, producing a total of 1,776 hours of circuit down time. Preventative maintenance by the Highway Department and US West accounted for another 543 hours of circuit down time.

To put the radio communications system in proper prospective, there appears to be a significant increase in down time as a result of equipment and circuit failures, however, it must be expected that as a system gets used (State Radio's system is over twelve years old) around the clock, everyday, it is going to show signs of age.

It must be understood that major changes to the system took place. The reduction of leased lines was not without circuit down time, some of the circuits required reconfiguration. In addition to this major project by State Radio, all state agencies were affected by the integrated voice and digital network funneling communications to the Eastern third of North Dakota through "T-1" trunking. This conversion process was again not without sacrifice to circuits.

State Radio must endeavor to provide and maintain a reliable well functioning system, looking to the future and planning for system replacement when that change is required.

EMERGENCY ASSISTANCE TELEPHONE:

Emergency assistance is available in North Dakota by calling State Radio's toll free telephone number **1-800-472-2121**. In addition to requests for assistance, the calls received included: fire and accident reports, tornado sightings, drunk driver reports, hazardous material incidents, and game & fish violations. This service is of particular value to the many North Dakota communities which have no **9-1-1** emergency telephone assistance programs. These emergency assistance telephone services are also available to the deaf in North Dakota through a special telephone installed in State Radio's Communications Center.

PORTABLE RADIOS:

State Radio maintains an inventory of portable radio equipment that is available on a loan basis to law enforcement and other state agencies. During the biennium, the agency received 546 requests for this service from 80 agencies. The equipment loaned was used for a variety of purposes, including: law enforcement training, emergency back up communications, stakeouts, and severe weather watches.

TELETYPE AND DATA SYSTEMS:

There are presently 100 subscribers on the North Dakota Law Enforcement Teletype system. Of these, 57 are Model 43 terminals, 30 are Model 4430 terminals, and 23 are Datamaxx terminals. In the past biennium we have added seven (7) teletype terminals to the system and increased the line speed on all terminals to 1200 baud. We have also completely revamped the teletype circuits to save money and more efficiently operate the system.

The computerized teletype system is now handling 906,338 transactions per month. This is an increase of 276,598 transactions per month over the past biennium. State Radio personnel make minor program modification on line to the message switcher. A software maintenance contract allows for all new programs and major programming changes to be done on diskette and then entered into the system, minimizing the system down time. The system ran 99.9% in the past biennium. The better security and logging capabilities of the system, allows us to meet the FBI NCIC audit requirements for logging and handling of confidential information.

New data bases in the area of law enforcement teletype communications to come about within the past biennium are:

1. Ability for all law enforcement terminals in North Dakota to access the new automated drivers history files. This allows law enforcement immediate access to the complete driving record of individuals both in North Dakota and nationwide. We feel that this is an excellent program that was long awaited and needed. It also takes some workload off the Drivers License Division as these were previously answered manually and were not available after normal working hours.

2. Ability for all law enforcement terminals in North Dakota and nationwide to access the new automated criminal history files in North Dakota. This allows law enforcement the immediate access to an individuals criminal record. This is an excellent and long needed program. Previously these requests were handled manually by the North Dakota Bureau of Criminal Investigation and were not available to law enforcement after normal working hours.

The generation of an automatic NCIC Inquiry each time a terminal makes an inquiry on a motor vehicle license number, vehicle identification (serial) number, or a drivers license inquiry using the name and date of birth of the individual, is a great enhancement to the system. Even though all terminal operators are trained to make the inquiries for the officers, they did not always do so. This is an added safety factor for law enforcement officers in the field.

State Radio continues to evaluate new teletype terminals for law enforcement in an attempt to increase the effectiveness of the agencies and reduce the cost of the system. Presently we have one terminal that is working well on the system and allows an agency to have from two up to thirteen terminals and only have to pay one line cost and access charge. This can result in a very significant cost savings for agencies who have a need for multiple terminals within their agency but cannot afford the additional line and access charges.

NCIC - NATIONAL CRIME INFORMATION CENTER:

The National Crime Information Center (NCIC) is a nationwide computerized system established as a service to all local, state, and Federal criminal justice agencies throughout the United States, Puerto Rico, and the Virgin islands.

NCIC is a dedicated law enforcement computer system operated by the FBI in Washington, D.C. for the entry, storage, and retrieval of records on wanted felons, missing persons, and stolen property on a nationwide basis. These records are entered into the computer system by law enforcement agencies throughout the United States and are available for inquiry by any law enforcement agency or officer in the United States.

Information is one of the most important assets to a criminal justice agency. NCIC provides an immediate flow of pertinent data for the officer on the street, the investigator, the prosecutor, the judge, and corrections official. With information available immediately, these officials are in a better position to make decisions. North Dakota State Radio is the Control Terminal Agency for access into NCIC by agencies in North Dakota. State Radio is responsible for who accesses the files, the integrity of the North Dakota records, and the security of the system.

It is the responsibility of State Radio to provide training to all law enforcement agencies in North Dakota who have access to the NCIC computer. This is done by our personnel in a variety of ways. A course is taught at the Law Enforcement Academy in Bismarck, in selected cities throughout the state as required, and by a correspondence course for personnel who are unable to attend one of these classes. State Radio has also designed a correspondence course for operator reaffirmation training that is mandated once every two years by FBI NCIC. State Radio now has 532 trained operators authorized to access NCIC on the system.

Validation of the records North Dakota agencies have entered into the NCIC system is a major responsibility of State Radio. On a monthly basis, State Radio must ensure that all records entered are validated for accuracy, completeness, and are up to date with the latest information available.

It is the responsibility of the North Dakota NCIC Security Officer to ensure that all security measures set forth by both NCIC and the State Control Terminal are adhered to and to assist agencies in the proper security measures to be taken. This includes on-site visits to agencies to assist in the proper placement of their terminals and proper record management.

In the 1989-1991 biennium, State Radio will continue to travel to terminal agencies in North Dakota to audit their terminals. The audit consists of ensuring the completeness and accuracy of all records entered into the system either by or for that agency, security of the terminal, dissemination of the information that is received, storage of the information received, record keeping, and training of personnel operating the system. These audits are mandated by FBI NCIC and must be performed on every terminal in North Dakota a minimum of once every two years.

State Radio personnel enter, modify, and cancel records in NCIC for agencies throughout the state who either have no one qualified to enter into NCIC, or who do not have a terminal on the system, thus ensuring that all records are entered and cancelled in a timely manner as prescribed by FBI NCIC.

DISASTER EMERGENCY COMMUNICATIONS:

EMERGENCY COMMUNICATIONS VAN:

State Radio has an emergency communications van which consists of a 4 wheel drive pickup and a 31 foot 5th wheel travel trailer. The travel trailer was converted to an emergency communications center, equipped with law enforcement radio capabilities and is pre-wired for the installation of telephone service and access to the North Dakota law enforcement teletype system. The emergency communications van has its own generator for electrical power and has retained the basic living quarters in the event it is needed in a remote area.

During the 1987-1989 biennium, State Radio continued to maintain the emergency communications van in a constant state of readiness. To help ensure this readiness, the North Dakota Highway Department does a check on all systems as required. This past biennium, State Radio rewired the telephone system for additional telephone lines, and added wiring for access to the teletype system. An outside public address was also added.

NATIONAL WARNING CENTER (NAWAS):

The National Warning Center (NAWAS) plays a very important role in State Radio's disaster emergency communications system. NAWAS provides a direct line to the major city police departments, some county sheriff's offices, and the U.S. Weather Service in North Dakota, for storm or emergency information. Communication Specialists monitor the NAWAS system at all times. This system is used for the notification of a natural disaster, an attack warning, or an accidental missile launch warning. Upon receipt of a warning message from the National Warning Center, it is the responsibility of State Radio to disseminate this information statewide by radio, telephone, law enforcement teletype, and the state NAWAS. North Dakota State Radio, the state warning point for North Dakota, holds the nations record for not missing a NAWAS test.

U.S. WEATHER SERVICE:

State Radio works closely with the U.S. Weather Services in North Dakota, especially in times of severe weather or floods. We gather and disseminate weather information from law enforcement and relay it to the U.S. Weather Service for analysis. The U.S. Weather Service will contact State Radio and request that we send an officer to a particular area to report on the weather conditions, especially in times of tornado sightings. State Radio also disseminates severe weather information, put out by the U.S. Weather Service, to local law enforcement for the areas of concern, for the protection and safety of the citizens of North Dakota.

In the upcoming biennium, State Radio and the U.S. Weather Service will be upgrading their weather information systems to better inform the citizens of North Dakota. This will be State Radio's first satellite to computer interface. State Radio is an integral part of this system, supplying the U.S. Weather Service with needed data through law enforcement and the dissemination of severe weather information to local law enforcement.

HAZARDOUS MATERIAL INCIDENTS:

State Radio is the primary point in North Dakota for reporting hazardous materials incidents. This responsibility grows each year as more hazardous materials are used, discovered, and transported in North Dakota. State Radio Communications Specialists notify the proper agencies of the incident, ensure that all pertinent information is relayed to the agencies to protect the citizens of North Dakota and all personnel involved in the hazardous materials incident from death or injury. The implementation of the automated hazardous materials file by the National Law Enforcement Teletype System and the National Sheriff's Association has assisted State Radio personnel by allowing them to query on a hazardous material and receive a timely response as to what basic safety precautions are to be observed, how to handle the material, the possibility of fire, environmental impact, and disposal of the material. In this way, an immediate response is given to the reporting party while other personnel are contacting the proper authorities for further information and follow up.

DISASTER EMERGENCY MANAGEMENT:

State Radio provides 24-hour dispatch service for the personnel of Emergency Management informing them of disaster or emergency situations as they arise. Additional service is provided through the North Dakota Law Enforcement Teletype System which allows the timely dissemination and receipt of messages to coordinators via the county sheriff's office. Weather information from the National Weather Service is also dispatched to inform their duty officer of any impending problems.

CIVIL AIR PATROL:

State Radio works with the Civil Air Patrol on downed and missing aircraft and search and rescue missions providing them a 24 hour dispatch center, communications equipment, and coordination to assist them in their mission.

DRUNK DRIVER REPORT:

During the biennium, State Radio received a total of 1,583 drunk driver reports, an average of 66 reports per month. Of the reports received, 219 resulted in arrests for driving under the influence, and another 386 drivers were stopped and released when it was determined that they had not been drinking. Most of the drunk driver reports were received Saturday night through Sunday morning, between the hours of 6:00 P.M. and 2:00 A.M. State Radio received a response time of 3.76 minutes per drunk driver call. Statewide law enforcement officials spent an average

of 45 minutes per drunk driver report. Drunk driver reports are down in number from last biennium due to public awareness of the problems created by drunk drivers, increased arrests, and alternate transportation programs for those who have been drinking.

INFORMATION RELEASED:

During the 1987-1989 biennium, State Radio furnished information in the form of cassette tape recordings of telephone calls and radio traffic, copies of incident cards and radio logs, to fifty-eight (58) agencies. This information was used in a variety of ways, such as to refresh an officer's memory for a court case, or as evidence in court. State Radio personnel may be subpoenaed to testify as to the accuracy of the recording, how the recording was made, and to decipher some of the information such as 10-codes and times. This information was also used by agencies for internal purposes such as training, disciplinary action, or to see if an incident was handled properly.

RESOURCES AVAILABLE:

Minutes of all meetings are on file in the office of State Radio Communications.

An informational brochure is available describing the services provided by State Radio Communications.

Upon request, a slide presentation of State Radio Communications is available to various groups/organizations. Tours are also provided by making arrangements with administration.

DEPT. 506
FISCAL ANALYSIS
JULY 1, 1987 TO JUNE 30, 1989

PROGRAM REVENUE SUMMARY

PROGRAM 600 ADMINISTRATION

Transfer from Hwy. Fund	$3,263,602.00	
Misc. Refunds	396.42	
Misc. Unclassified Rev.	359.11	
Due from Hwy Fund	64,715.82	
Total		$3,329,073.35

PROGRAM 700 OPERATIONS

Intergovernmental Rev.	$ 1,004.85	
Charges for Services	126,297.98	
Misc. Refunds	364.24	
Misc. Unclassified Rev.	121,062.85	
Indirect Cost Recoveries	2,184.30	
Total		$ 250,914.22
Total Revenues		$3,579,987.57

PROGRAM EXPENDITURE SUMMARY

PROGRAM 600 ADMINISTRATION

Salaries/Benefits	$ 240,903.51	
Operating Expenses	63,378.06	
Equipment	4,569.47	
Total		$ 308,851.04

PROGRAM 700 OPERATIONS

Salaries/Benefits	$1,214,213.99	
Data Processing	275,719.14	
Operating Expenses	1,736,147.82	
Equipment	45,055.58	
Total		$3,271,136.53
Total Expenditures		$3,579,987.57

EXPENDITURES

SALARIES & WAGES:

1100	Salaries/Full Time	$1,074,696.45	
1200	Temporary Salaries	11,761.78	
1300	Overtime	69,368.51	
1400	Paid Annual Leave	271.40	
1810	Oasis Assessment	1,439.51	
1840	State Retirement Cont.	98,207.24	
1860	Hospital Insurance	108,145.42	
1870	Social Security	85,955.13	
1875	PrePayment of NDPERS	-0-	
1880	Unemployment Insurance	3,603.10	
1890	Employer Paid Retirement	-0-	
1895	Workers Comp. Premium	1,668.96	
	Total Salaries/Benefits		$1,455,117.50

DATA PROCESSING:

2000	Data Processing Service	$ 275,719.14	
	Total Data Processing		$ 275,719.14

OPERATING EXPENSES:

2050	Motor Pool-Mileage	$ 4,944.51
2095	Indirect Costs-State	30, 08.00
2110	In-State Meals	1,678.00
2111	Out-of-State Meals	873.00
2115	In-State Lodging	1,781.72
2116	Out-of-State Lodging	703.78
2120	In-State Mileage	72.00
2123	Air Trans./Out	4,667.00
2124	Other Comm.Trans./In	500.00
2125	Other Comm.Trans./Out	18.00
2150	Misc. Travel	157.49
2160	Travel Non-State Empl.	2,661.38
2250	Mailing Services	208.93
2255	Postage/Box Rental	4,054.49
2260	Telephone/Telegraph	34,791.36
2265	Telephone to ISC	1,317,622.81
2270	Installation Fees	5,187.30
2309	Misc. Rents/Leases	1,440.00
2320	Copier Rental	1,701.50
2332	Lease/Rental-Equip	19,140.00
2360	Conference Expenses	1,037.00
2362	Dues/Memberships	832.00
2366	Professional Develop.	158.00
2368	Tuition Fees	213.00
2425	Licenses/Taxes	5.00
2430	Research Fees	75.00
2465	Freight & Express	196.72
2475	Laundry/Dry Cleaning	72.00

2500	Electrical Service	$ 141.00	
2505	Heat/Air Cond. Service	53.60	
2515	Repair Build./Grounds	1,030.00	
2525	Repair Equip/Office	807.41	
2530	Repair Equip/Other	313.35	
2540	Repair Service/Radio	3,446.75	
2565	Service Contract/Office	73,653.90	
2575	Service Contract/Other	232,068.14	
2610	Art & Design Service	26.50	
2615	Audit	202.00	
2635	Legal	129.45	
2660	Prof. Not Classified	180.00	
2720	Property Insurance	1,644.88	
2730	Liability Insurance	196.00	
2910	Awards,Premiums,Prizes	1,325.84	
2949	Other Misc. Fees	435.73	
3010	Office Supplies	4,319.51	
3015	Supplies-Special Order	538.71	
3121	Computer Software Prod.	156.00	
3150	Central Repro./Printing	3,960.66	
3160	Paper Products	2,362.72	
3165	Printing/Others	5,073.50	
3205	Books	33.95	
3215	Educational Supplies	915.00	
3235	Periodicals & Subscriptions	600.10	
3245	Video Audio Cassettes	657.79	
3300	Clothing	33.50	
3345	Uniforms	2,285.64	
3458	Electrical Supplies	1,514.62	
3460	Hrdw. & Bldg. Supplies	1,[illegible]0.88	
3465	Janitorial	160.04	
3470	Non-Vehicle Repair Parts	70.20	
3485	Repair Parts-Radio	20,819.36	
3490	Equip. Repair Parts	1,321.33	
3499	Other Bldg/Equip Supplies	2,843.15	
3305	Dishes & Silverware	38.44	
3925	Promotional Supplies	71.24	
	Total Operating Expenses		$1,799,525.88

EQUIPMENT:

4010	Office Machines	$ 13,560.00	
4015	Personal Computers	3,470.09	
4020	Furniture/Furnishings	6,211.41	
4200	Radio Equipment	26,383.55	
	Total Equipment		$ 49,625.05

Total Special Fund Expenditures $3,579,987.57

STATE OF NORTH DAKOTA

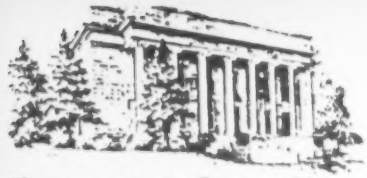
STATE LIBRARY

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 - June 30, 1989



Serving North Dakota Citizens

NORTH DAKOTA STATE LIBRARY

Liberty Memorial Building, Capitol Grounds - Bismarck, ND 58505

PATRICIA L. HARRIS, STATE LIBRARIAN (701) 224-2492

November 1, 1989

Mr. Richard Rayl
Director of Institutions
State Capitol Building
Bismarck, North Dakota 58505

Dear Mr. Rayl:

On behalf of the North Dakota State Library, I hereby submit the 1987-89 Biennial Report, in accordance with the North Dakota Century Code, Section 54-24-03(7).

The following report outlines the progress toward meeting the goals and objectives of the North Dakota State Library. It is with pleasure that the staff of the State Library and I submit this report to you.

Sincerely,

Patricia L. Harris

Patricia L. Harris
State Librarian

PLH:szl
Enc.

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THE FUNCTION OF THE NORTH DAKOTA STATE LIBRARY

Since 1907, the North Dakota State Library has provided informational materials, advice, assistance, and support services to libraries and to the citizens of North Dakota. The North Dakota Public Library Commission was created by act of the tenth legislative assembly. Its members, the president of the state library association, the state superintendent of public instruction, and a third appointed by the governor, met at the Capitol on March 14, 1907 to take the oath of office, organize, and elect officers.

In over eighty years of service, the North Dakota State Library has continued to support the original intent of its formation. At the end of the first year of service, the North Dakota Public Library Commission reported in its 1908 annual report the existence of fifteen public libraries. At the end of fiscal year 1989, there were seventy- one public libraries in North Dakota. This is a dramatic increase in service, but twenty-seven North Dakota counties still do not tax themselves for public library services and four counties have no public library services.

The North Dakota Century Code, Chapter 54-24-03 identifies the powers and duties of the state librarian which are, in turn, the responsibilities of the State Library. These are:

1. Make rules and regulations according to which the business of the State Library shall be done.

2. Provide and care for all books and library materials in all collections of the State Library - general, reference, and special - and make all rules regarding the loaning and returning of library materials.

3. Employ qualified library personnel to care for all library procedures.

4. Make library materials available to libraries throughout the state, to individuals connected with departments of state, and to citizens of North Dakota who do not have adequate library facilities, under rules and regulations of the State Library.

5. Promote and assist by counsel and encouragement the formation of libraries and the improvement of those already established, in keeping with state and national standards, and be available to librarians and trustees of libraries in the state for assistance in organization, maintenance, or administration of the libraries.

6. Coordinate the efforts of librarianship throughout the state, advising and assisting the extension of qualified public libraries into centers of county or regional (multicounty) libraries.

7. Compile statistics of the free public libraries in North Dakota and their larger counterparts of county and regional libraries, and of the work done at the State Library, and make a full biennial report to the state director of institutions and the governor.

8. Collect, maintain, and make available a reference and reading collection of books, slides, films, and other graphic materials such as will supplement and support the needs of all libraries in the state, either by direct loan or by consultation, and such as will form a reference source for the officers of the state in the performance of their duties.

9. Collect and maintain a collection of the publications of the departments and agencies of state government, including the enacted laws of this state, current session laws, and journals.

10. Conduct, or arrange to have conducted, research into the conditions of library service in the state, and produce written plans for the development and betterment of such service.

11. Compile, or arrange to have compiled, union lists of resources of libraries throughout the state, and make such lists available for consultation.

12. Establish levels of certification for librarians of the state such as will meet the standards recommended by the American Library Association.

The North Dakota State Library is also empowered to accept and to expend federal aid to libraries (NDCC 54-24-03.1); contract with cities, governmental subdivisions, and agencies of the state of North Dakota and other states of the United States, for the provision or extension of library services (NDCC 54-24-08); and receive, microfiche, and distribute state government documents through a depository system (NDCC 54-24-09).

MAJOR GOALS AND OBJECTIVES

The major goals of the North Dakota State Library are: to provide or coordinate the library services to those patrons with unique needs such as state government officials and employees, those without direct local library service, the blind and physically handicapped, and the clientele of state-supported institutions; to assist public libraries through advice and consulting services in areas such as collection development, technical services, budgeting and finances, building and facility planning, automation, and program development and evaluation; to coordinate the sharing of resources among the state's public library collections; to improve the quality of library services by providing continuing educational opportunities for librarians and public

library trustees; and to equitably distribute and administer state and federal grant funds in accordance to applicable state and federal regulations.

RESOURCES AVAILABLE FROM THE STATE LIBRARY

The North Dakota State Library makes available to any citizen of North Dakota, free of charge, an in-depth collection of books, magazines and periodicals, state and federal documents, audio-visual materials, reference and interlibrary loan services, and qualified professional librarians to assist patrons' informational needs. Professional library advisors are available to local libraries, governmental officials, and citizens to assist in the establishment, expansion, or improvement of library services throughout the state. The Governor's Advisory Council on Libraries, a nine-member advisory council, is comprised of representatives of public, school, academic, and special libraries, and services to the handicapped. The Council meets quarterly to advise the State Librarian in areas of library standards and to review and recommend grant proposals for the federal Library Services and Construction Act funds. The State Library publishes the meetings of the Advisory Council and they are available through the office of the State Librarian and the Director of Institutions.

The State Library publishes the "Flickertale," a bi-monthly newsletter distributed to all librarians and public library trustees, state government officials, and to other state library agencies in the United States. In addition, the State Library publishes a monthly checklist of state government publications, entitled "Publications of North Dakota State Departments," and publishes the "Statistics of North Dakota Libraries" annually. Occasional publications include specialized bibliographies, reports, and library-related research documents. Each year the State Library publishes the annual federal Library Services and Construction Act Annual Program, and the Annual Report. All publications are available, some for a fee, by contacting the North Dakota State Library.

SUMMARY OF ACCOMPLISHMENTS

Prior to the 1987-1989 biennium, three individuals held the office of State Librarian within a two-year period. Since 1987, this position has been occupied by one individual, which has brought about administrative stability to the agency. Each program area was reviewed for effectiveness and efficiency and modifications were made where necessary. The agency was streamlined into three service divisions - Administrative Services, Information Services, and Library Development Services - with each division under the supervision of a division director. This reduced the number of staff reporting to the State Librarian from eight to three.

Agency-wide changes were made in the physical reallocation of space for several areas - notably cataloging and processing, reference, interlibrary loan, and consulting services. The agency began an agency-wide review of all records under the State's records management program. The State Library planning process was temporarily halted in order to regroup for budget reductions in 1988. This process will begin again in the 1989-1991 biennium. Two positions were transferred from the Information Services Division to the Library Development Services Division, creating the Director of Library Development and the Public Library Consultant positions.

All policies, procedures, and forms were reviewed and revised for the Library Services and Construction Act grant program. A new five-year long-range plan for the federal program was written and submitted to the U.S. Department of Education where it was approved and recommended as a good example to other small rural states. The annual program document for the same program was completely revised. Administratively, all agency, Director of Institutions, and State personnel policies were reviewed and compiled into a document. All staff received a detailed orientation to the document in addition to receiving individual copies. This was the first time this had occurred in the agency. All personnel position descriptions were reviewed and revised if necessary. Also, the employee evaluation form was revised. Over fifty percent (50%) of the staff now have annual performance standards established. The remaining staff will have performance standards established in the first year of the current biennium. All internal functions were computerized using microcomputers. Major functions computerized include: mailing lists, inventory records, statistics, financial and budget information, word processing, desk top publishing, acquisitions, spreadsheets, survey tabulations, continuing education registrations, and database searches.

During the 1989 Legislative Assembly, the administrative placement of the North Dakota State Library was changed to be effective January 1, 1991. After seventy-one (71) years under the Director of Institutions office and its predecessor, the State Library will be transferred to the Department of Public Instruction. This was done as a preliminary move to disband the Director of Institutions Office. It is unknown at this time what changes the move will bring.

Many changes affecting the Information Services Division occurred during the biennium. Most notable of these changes involved staff. Through retirements and resignations to relocate out-of-state, nearly one-half of the division's staff changed. This resulted in lost time due to recruiting and training new staff. Much of the physical reallocation of space occurred in this division. The reassignment of space provided for greater efficiency and effectiveness for the cataloging and processing department and for the reference department. The position of Government Services Librarian was reactivated in February, 1988. This position had been vacant

for nearly two years. Under this position, the state government documents program was completely reviewed and changed for effectiveness. In August, 1988, the State Library discontinued the circulation of all popular video tapes to the public. This was taken in action to the budget reduction mandated by the Governor. In addition, periodical subscriptions were reduced by thirty percent (30%), eliminating the more popular, widely available periodicals. Increased emphasis has been placed on reference materials and indexes for reference and research. Additional reference materials were purchased on CD-ROM and online database searches were increased. There was a twenty-seven percent (27%) increase in the number of walk-ins during the biennium and a twenty-five percent (25%) increase in the number of incoming telephone calls for information.

The Library Development Services Division was the last administrative change in the organizational structure of the State Library. This was made in April, 1989, with the advertisement for the Director of Library Development position. This position remained unfilled at the end of the biennum. The Library Development Services Division provides direct public library consulting to the public libraries and trustees, continuing education and training programs, federal grants, and services to the blind and physically handicapped. During the 1989 Legislature, two new positions were added to the State Library's roster and these positions have been assigned to this division. With the addition of a full-time public library consultant, all public libraries in the State received consultative assistance. The number of miles traveled during the biennium increased one-hundred-forty-three percent (143%) from the previous biennium.

AUTOMATION - "ONLINE DAKOTA INFORMATION NETWORK (ODIN)"

ODIN, the chief god of norse mythology and the wisest god, is the name of the statewide project of the Higher Education Computing Network (HECN) for an integrated online automated library system. In February, 1989, ODIN became operational with the initial eleven libraries represented in the statewide database. The founding HECN libraries include three from the University of North Dakota (Chester Fritz Library, Harley French Library of the Health Sciences, and the Thormodsgard Law Library) together with the libraries of Bismarck State College, Dickinson State University, Mayville State University, Minot State University, North Dakota State College of Science, and Valley City State University. The State Library, along with the Grand Forks Public Library, has also joined the system.

The State Library's holdings are available for dial-access and before the end of the 1989-1990 fiscal year, the agency will be totally online with the system. The system runs on a main frame Unisys computer located at the UND Computer Center, using the PALS Library System software. The UND Computer Center is the host site for the ODIN system. The State Library will install

the online public access catalog (OPAC) first. This will provide the user with an online card catalog some time in early 1990. The present manual card catalog will be physically removed. The circulation function is anticipated to be operational in late 1990.

REFERENCE AND INTERLIBRARY LOAN ACTIVITY

The State Library functions as the back-up reference and interlibrary loan referral center for North Dakota libraries. Through our continuous participation in OCLC, Inc., a national bibliographic database located in Columbus, Ohio, the State Library is able to identify and access over twenty million unique titles worldwide. Through OCLC, the holdings of over eight-thousand (8,000) libraries located in the United States and worldwide are available to the citizens of North Dakota.

For regional resource sharing, the State Library contracts with MINITEX through the Higher Education Coordinating Board of the State of Minnesota. MINITEX provides additional sources for interlibrary loan through direct access to the library collections of the University of Minnesota and other Minnesota libraries. Libraries in Minnesota, South Dakota and North Dakota participate in MINITEX.

There was a five percent (5.1%) overall increase in circulation and interlibrary loan activity in the biennium. Increases were in requests from and circulation to school libraries (8.4%), public libraries (22.6%), and state government (210.1%). A major emphasis during the biennium has been service to state government by taking a proactive approach to service. The Government Services librarian provides individualized service to state employees by tours, agency visits, and research.

In this same time period, requests from and circulation to two groups decreased. Decreases were in service to individuals (-25.2%) and academic/special libraries (-15.1%). These decreases have been anticipated for several years for the following reason: the State Library's materials budget has decreased twenty-one percent (21%) over the last ten years while the average cost of a book has increased ninety-one percent (91%). The reduced buying power has shifted the State Library from a general public library collection to a research and reference collection. In 1984 the State Library discontinued purchasing fiction materials, childrens materials and best-seller types of books. In 1985, the State Library stopped purchasing popular video tapes and other audio-visual materials. The circulation of video tapes was discontinued in 1988.

State Library usage by academic libraries accounts for less than six percent (5.8%) of the total activity. The decrease in academic usage in 1987-1989 reflects the addition of several node academic libraries with direct access to MINITEX, the State

Library's decreasing materials budget, and by the specific and technical nature of the academic libraries' requests.

In 1987-1989, the State Library's interlibrary loan department received 59,031 requests for reference and/or interlibrary loan materials. The fill rate from the State Library's collection decreased slightly from forty-six percent (46%) in 1985-1987 to forty-five percent (45.7%) in 1987-1989. Other libraries located in North Dakota, through MINITEX and from libraries outside of the geographical region, filled nearly thirty-six percent (35.7%) of the requests. This is an eight percent (8.3%) decrease from the last two years. The number of requests not filled from either the State Library's collection, or by other North Dakota libraries, or from outside the region, has increaed eight percent (8.6%) from the last biennium. In 1985-1987 only ten percent (10%) of the requests could not be filled; in the 1987-1989 biennium the unfilled request rate climbed to 18.6 percent of the total number of requests.

This is a decrease of over five percent (5.2%) from the previous biennium. This means that our ability to fill a patron's request - either from the State Library's collection or from in-state, or the region - is decreasing. As the State Library's resource and reference materials budget continues to decrease, the information needs of the citizens go unfilled. We have also found that as the cost of materials increase, the local libraries' budgets are decreasing and they also are unable to purchase the materials needed to fill patrons requests. This has created a downward spiral. The book budgets are decreasing, requests for information are increasing, and the ability to fill patrons requests is decreasing.

The reference department was relocated and a reference desk is now located at the site of the former audio-visual desk. The new reference area provides better utilization of space and allows staff the ability to do visual checks of the card catalog and indexes areas. This permits the staff to better respond to the client's needs by identifying and assisting new or obviously confused patrons. The card catalog was physically moved to face East to alleviate the traffic jams in the hallway and provide a better and more even source of lighting for catalog users. The shelves that formerly held magazines are now available for reference materials. Almost 100 linear feet of additional space was added by this simple move.

The reference collection was extensively reviewed, and outdated and inappropriate materials were removed. Materials deemed useful, but not necessary for reference, were transferred to the general collection. The department handled 6,104 reference questions during 1987-1989. No separate statistics were kept previous to this biennium. Several needed reference sources and bibliographies were compiled and printed during the biennium. These included bibliographies on the holdings of the State Library in the following subject areas:

AIDS, Alzheimer's disease, rural library cooperation, State Library books on General George Armstrong Custer, dinosaurs, and science fair projects materials and resources.

TECHNICAL AND PROCESSING SERVICES

The one word to summarize the activities for technical and processing services over the last two years would be "change." Cataloging services has seen a great deal of change in location, staff, and workflow - and anticipates many more changes in the future as the library automates.

The department was physically relocated from the first floor of the Liberty Memorial Building to the ground level in February, 1988. Although some work-space may have been lost, the move improved efficiency. The "journey" of the new book from unpacking through the processing area involves much less time and the materials do not need to travel over two floors to be made ready for public use. Cataloging services is now closer in proximity to the reference and interlibrary loan departments and any problems with cataloging information are more readily reported and are more quickly resolved.

Cataloging services saw several personnel changes during the first year of the biennium. During this period, three professional librarians filled the position of head cataloger. Since June, 1988, there has been one permanent head cataloger. This has resulted in increased efficiency and the virtual elimination of the cataloging backlog that had existed for nearly two years. As part of an agency reorganization, Technical Services was administratively removed from under the direct supervision of the State Librarian and became a department within the Information Services Division, under the supervision of the Director of Information Services.
To increase coordination and efficiency, a new workflow was created in 1988 and modified in 1989. The new workflow has increased coordination within the department. One area of increased efficiency is the use of the Cataloging Micro Enhancer, a program which allows the cataloger to download bibliographic records from the OCLC bibliographic data onto a hard disk. Once downloaded, the records can be edited off-line, and uploaded into the OCLC database. The Enhancer has proved advantageous in many ways. Editing off-line is much quicker. The records can be added to OCLC during non-prime-time hours and this translates into less cost and more efficient use of the terminal during working hours.

In the processing area, many procedures have been discontinued, as they were deemed useless and outdated. Such things include embossing the State Library name on "the secret page" - an antiquated library practice and the placing of the "North Dakota State Library" labels on the front cover of a book. Engraving audio visual materials was discontinued favoring using a rubber stamp. Although seemingly minor, the procedure changes have saved staff time.

Although cuts to the State Library budget this biennium hurt the overall State Library program, they were beneficial to the cataloging department. Many projects were staring the department in the face and the budget cut drastically decreased the number of new books needing the department's attention. The department, therefore, was able to focus on other projects which needed to be done. These included: a two-year backlog of uncataloged books; retrospective conversion problems; retrospective conversion of the fiction collection; compilation of a bibliography of large type books owned by the State Library; the organization and implementation of the State Document cataloging project; and the updating of the holdings in the Minnesota Union List of Serials (MULS).

The backlog now consists of ten shelves of books, where previously, it had occupied almost an entire stack level. Retrospective conversion is progressing and it is anticipated that within eighteen months the collection will be included in the database. Because our holdings are now a part of the statewide database--ODIN, and we will have access to the system in January, 1990, retrospective conversion is a top priority.

Another major project of the cataloging department has been the State Documents cataloging project. This began formally in January, 1989 with the procedures still being revised. The process involves the Government Services Librarian, the head cataloger, and the Government Services/processing assistant. 557 paper volumes, representing 143 titles, were cataloged from September, 1988 through June, 1989 and 360 microfiche, representing 69 titles and 224 volumes, were cataloged from January to June, 1989. Since the microfiche are newly produced, there are no records on OCLC and all microfiche require original cataloging. Problems with this project still to be worked out include: notation of microfiche in the call number; notation of permanent or loan copy on the cataloging record; and establishing holdings libraries for different formats which are not shelved with the documents (e.g., posters, maps, videos, etc.).

LEGISLATIVE DOCUMENTS AND ONLINE BILL STATUS

During the Centennial Legislative Session of 1989, the North Dakota State Library and the Legislative Council Library cooperated again to provide the daily House and Senate Journals and all bills to over fifty (50) participating libraries throughout the State. This service is paid for by the Legislative Assembly and is the only one of its kind in the country. Additionally, EasyLink libraries had the ability to access the State of North Dakota's Online Bill Status via their microcomputers.

During the 1989 legislative session, improved searching of bill and journal text additions, changes, and deletions

greatly increased the value of the online service. The State Library provided backup service via an "800 WATS" telephone line for public libraries and citizens needing research assistance during the session, and offered a workshop to librarians needing to understand the content and capabilities of the Online Bill Status system.

SERVICES TO STATE GOVERNMENT

After nearly two years without a professional librarian identified to serve state government, the Government Services Librarian position was recreated in February, 1988. The Head of Reference was promoted to this position. Prior to February, 1988, the duties of services to state government were spread among the reference, interlibrary loan, and cataloging staff. The primary duties of this position consist of the federal documents collection, the state documents collection, and library and information services to state employees.

The federal document collection is composed of publications produced by the federal government to support the research activities of state government. Yearly reviews of the selection list ensure that the collection is current and meeting the needs of state government.

In the area of state documents, it is the responsibility of the Government Services Librarian to collect and distribute state publications to the depository libraries: State Historical Society, University of North Dakota, North Dakota State University, Minot State University, Dickinson State University, and the Library of Congress, in accordance with NDCC 54-02-09. During the biennium, 3,370 state documents have been collected and added to the collection. To accommodate the expanding collection, the state documents have been moved to a specifically designated area. The State Library has recognized the importance of state documents from a historical point of view; therefore, a permanent collection, which has limited access by the staff and none to the public, has been established. This permanent collection has been vital for locating early materials published by state agencies. In their quest to obtain more space, state agencies may discard information that will be valuable at a later date. This is where the state document collection becomes vital.

To meet the needs of the public requesting information about state government, there is a circulating collection of the majority of state documents. To make the state documents more available to other libraries, a concentrated effort is being made to list all the state document serials on the Minnesota Union List of Serials (MULS), which lists the title and the holdings of a serial. In conjunction with the MULS project, all state documents with the same title are being shelved together, which makes retrieval quick and easy. Previously, state documents have been given a number that represents the

order of receipt. With this system, items with the same title were not shelved together which made retrieval very time consuming. As of January 1, 1989, the State Library began cataloging the state document collection using the OCLC system and the Library of Congress classification system. We foresee this project taking many years, since we only have one professional cataloger who must divide his time between state documents and other cataloging.

The State Library continues to work with the Micrographics Department of OMB for the microfiching of state documents. The microfiche project was put "on hold" for the first year of the biennium in order to evaluate and restructure the project. After an extensive analysis of the project, it was found that over several years the project had developed major problems which had never been administratively addressed. It was decided that it would be beneficial to the project to suspend it for a year and to resume it with better management and direction. As a result, fewer documents were microfiched during the biennium than expected; however, no major problems have developed since restarting the project. The items that have been microfiched and distributed are the Supreme Court reports, Session Laws, and House and Senate Journals. The state documents continue to be microfiched - agency by agency. Once an agency is completed, new items are cataloged and fiched upon arrival.

The major responsibility of this service is providing library and research services to state employees. One aspect of this job is that reference questions are researched and periodicals or books are obtained from other libraries. The other aspect is personal visits to state agencies. This is important so that the agencies become more aware of the services at the State Library and, in turn, the State Library becomes aware of the functions of the state agencies. One special project from these visits is the compiling of the state agency periodical list. This list comprises the periodicals that state agencies have purchased and the holdings for that periodical. The intent behind this project is to encourage resource sharing between state agencies, deliver faster service by using the resources within state government as opposed to possibly going out-of-state. With resource sharing there is always a greater potential for cost savings.

CONTINUING EDUCATION AND TRAINING PROGRAMS

The state of North Dakota, like many western states, does not have an accredited American Library Association library science degree program. The greater percentage of library personnel in North Dakota libraries are not professionally trained librarians and have no access to training programs other than those offered by the North Dakota State Library. The State Library, often times in conjunction with the North Dakota Library Association, sponsors many training programs

for the library community in North Dakota. During the biennium, forty-nine (49) such training programs were offered and attended by 828 individuals from all types of libraries, including trustees of public libraries. Topics included: automation in libraries, services to rural libraries, legislative documents, cataloging, reference and interlibrary loan services, intellectual freedom, acquisition, library management, services to the handicapped, personnel issues, and funding.

Two new training programs which met with much success were instituted in 1988. The State Library sponsored the first Library Managers Institute at Bismarck State College. This intensive four-day institute brought together 27 public library directors and management faculty from the University of North Dakota to train and learn the principles of management. The idea was not to teach the library directors how to be good librarians, but how to train them to be managers. The program was not able to be continued for the second year of the biennium due to budget reductions. It is hoped that it can be offered at least once every biennium.

The other program was the availability of "Professional Development Grants" for public librarians and public library trustees. These grants were made possible through Library Services and Construction Act, Title I funds. North Dakota librarians have limited access to training programs offered outside of the state. The State Library provided the opportunity for six (6) librarians and a trustee to attend national library programs. Programs attended were: The American Library Association Conference in Dallas, Texas; Storytelling Conference at Mankato State University, Mankato, MN; the 5th Rural Bookmobile Conference in Columbus, OH; and the Library Middle Managers Institute sponsored by Miami University in Oxford, OH.

To facilitate training on microcomputer hardware and software, the State Library began acquisition of both demonstration copies of microcomputer software and computer assisted instruction software designed to train librarians in the use of specific programs. Acquisition of print materials in support of specific hardware and software continued, with both print and software materials available for loan from the State Library.

Due to two budget reductions during the two years - one from the cable tax referral and the other from the Governor's two percent (2%) allotment in August, 1988 - there was a nearly eleven percent (10.9%) reduction in the number of continuing education and training programs offered, with a corresponding decrease in people trained. The FY 1989-1991 budget will reduce the number of training programs offered by another twenty percent (20%) due to lack of sufficient funding in the State Library's operating budget. This means that the skills of the state's librarians will not be able to keep pace with the changes in technology and other advances in the profession.

SERVICES TO BLIND AND PHYSICALLY HANDICAPPED

Talking Book Services

The Talking Book program continued to grow in patronage the last biennium, just as it has done in the past three bienniums. Statistics from the Dakotas Regional Library located at the South Dakota State Library in Pierre, show that patronage grew from 1,996 to 2,114, a seventeen percent (17%) increase. Although fiscal year 1989 statistics for the nation are not available, the Library of Congress' National Library Services shows a nationwide increase of only three percent (3%) for the 1988 fiscal year. Circulation of books and magazines on cassette and disc totaled 67,377 for the biennium.

The continued growth of patronage in North Dakota at a time when Talking Book patronage nationwide has slowed down is due to the public information and outreach efforts aimed at social service agencies, special education personnel, health agencies, the ministry, librarians and the general public. A barrier to growth of circulation and patronage was profound difficulties with the automated circulation system which the Dakotas Regional Library installed in 1987. There were failures in the recording and selecting of books requested by patrons which resulted in their having to special order almost every book they wanted. The difficulties ended early in 1989 with the replacement of hard discs in some of the microcomputers handling the system.

Dakota Radio Information Service, Inc. (DRIS)

The Dakota Radio Information Service, Inc., (DRIS) celebrated its fifth anniversary with a very special event. On March 6, 1989, Governor George Sinner, and other elected state officials, read on the air chapters from Dakota Maverick, a biography of Sen. William Langer, by Agnes Geelan. Later in the day legislators from Williston, Minot, Dickinson, Mandan and Bismarck read the news from their local newspapers. According to the feedback received, the day was enjoyed by DRIS listeners. DRIS, a radio reading service for the visually impaired, features reading of local newspapers by volunteers. It also carries InTouch, a radio reading service from New York City, which is received via satellite. InTouch, featuring national newspapers and popular current magazines, is heard every day over DRIS.

In 1988, DRIS expanded to the Dickinson area, increasing the area of western North Dakota which could hear the service. At the end of the biennium there were 367 DRIS receivers placed in western North Dakota compared to 245 at the beginning of the biennium, a 49% increase.

During the biennium several special projects and events occurred. One was the initiation of a program of taping religious material which is distributed nationally by the Lutheran Library for the Bl[illegible]. The taping is done by five local volunteers using DRIS tape recorders in the small sound

booth constructed and donated by the Nodak Lions Club. The volunteers were trained for this work by the DRIS staff.

In commemoration of the 200th anniversary of the United States Constitution on February 22, 1988, a Braille version of the Constitution was read live over the air by Ms. Lynn Iverson, a blind lawyer and former member of the DRIS board of directors.

As a result of action by the 1989 Legislature, the telecommunications network in the state will be expanded, providing DRIS with the capability to expand to the Jamestown area in the next biennium. Because of the large number of blind and physically handicapped persons who live in this area, many new listeners will be added. It is also likely that a new radio reading service will be on air in the Grand Forks area sometime during the next biennium. Radio station KFJM at the University of North Dakota will serve Grand Forks, Grand Forks County, Lakota and Devils Lake. It will carry the Minnesota Talking Book network and will buy its receivers from Minnesota's State Services for the Blind.

GOVERNOR'S ADVISORY COUNCIL ON LIBRARIES

The Governor's Advisory Council on Libraries held quarterly meetings during the 1987-1989 biennium. One member resigned, three were reappointed for second terms, and two new members joined the Council.

The Council requested clarification from the Governor regarding the role and responsibilities of the Council. The Council is appointed by the Governor in compliance with federal regulations for the Library Services and Construction Act programs and is responsible for recommending to the State Librarian federal grant applications for funding. Much activity occurred in establishing criteria and guidelines for federal Library Services and Construction Act competitive grants. The Advisory Council reviewed many applications for projects and recommended a total thirty-eight (38), totaling $630,286, to be funded. These projects were for public library services, public library construction, and resource sharing among different types of libraries located in twenty-two (22) North Dakota communities.

GRANTS-IN-AID TO LIBRARIES

State Aid to Public Libraries

The 1987-89 biennium was the fifth biennium for funding for State Aid to Public Libraries by the state legislative assembly since its passage in the 1979 session. State Aid checks, issued twice per year, were distributed by an application process based on $1.00 per capita for a city and $1.00 per capita plus $5.00 per square mile for counties.

Public libraries use the State Aid funds to increase hours of service to the public by employing staff (48%), purchasing books, audio-visual and other materials for patron use (49%), and replacing equipment (3%).

Federal Grants to Libraries

Through the federal Library Services and Construction Act (LSCA), the State Library awards funds through a competitive grant process. The federal dollars are for public library services, including demonstration projects to communities without a public library, services to state-supported institutional libraries, services to the blind and physically handicapped, public library construction, and resource sharing among different types of libraries. A complete list of libraries receiving the LSCA grants is included in the statistical section of this report.

In 1988 and 1989, the State Library, with recommendations from the Governor's Advisory Council on Libraries, approved $25,000 each year in LSCA Title I funds to support, improve, and expand library services to residents of state-supported institutions. These funds were used to update the reference collection, purchase books and other materials for residents use, and library equipment, including the introduction of new technology such as microcomputers.

The Advisory Council on Libraries recommended to the State Librarian sixteen library grant proposals to public libraries or providers of public library services - a total of $95,883 in LSCA Title I - to expand public library services to areas unserved, for collection development, and planning.

LSCA Title III grants were awarded to seven libraries in 1987-1989 for the development of resource sharing activities in North Dakota. A total of $50,804 in Title III funds supported the development of a periodical index of North Dakota magazines and serials, provided access to an electronic mail and interlibrary loan system - EasyLink - and provided support staff for resource sharing activities.

Public library construction grants were awarded to eleven libraries in 1987-1989, totaling $450,607. These funds were for the purchase and renovation of buildings for library use, purchasing equipment, providing access to library facilities for the physically handicapped, to improve the energy efficiency of existing buildings, and to build two new buildings.

FUTURE TRENDS AND CONCERNS OF THE NORTH DAKOTA STATE LIBRARY

Since the mid-1980's, the North Dakota State Library has been in a transitional phase. This transitional phase has been precipitated in part by the declining State budget for the

State Library, and the State Library's increased dependency on federal funds for operational purposes. During this time period, the State Library has deliberately shifted its emphasis on providing a general public library collection to one of a more specialized reference and research collection. Over the past five years, the State Library has discontinued purchasing the following types of materials: 1) fiction materials, except those written by a North Dakota author or about North Dakota; 2) "best seller" types of books; 3) childrens' fiction and most nonfiction; 4) audio-visual materials such as 8mm films, educational kits, slides, and video tapes; 5) popular "grocery store" magazines, such as Good Housekeeping, Better Homes and Gardens, etc.; and 6) multiple copies of some popular titles.

The declining reference and resource budget has been the catalyst for the change in the collection. The State Library's materials budget decreased twenty-one percent (21%) over the past ten years, while the average cost of a book has increased ninety-one percent (91%). State Aid to Public Libraries, now in place for ten years, has provided the public libraries with some increased funding to hedge inflation and build up their own library collections to better serve their clients. This has given the State Library the opportunity to shift its limited materials budget to add expensive reference resources that are not available in the local libraries.

The State Library has also reallocated more fiscal and staff resources to providing consultative assistance to the libraries throughout the State and for continuing education and training. In addition, more emphasis has been placed on serving state government. Services to state government will continue to be a high priority for the State Library in the next decade. With the automation of the State Library to be completed by September, 1990, state agencies will be able to access the holdings of not only the State Library, but every publicly-supported academic library in the State, two public libraries, one private academic library, the academic libraries in South Dakota, and many public and academic libraries in Minnesota. The first state agency to have direct access to the state bibliographic database will be the Economic Development Commission. The plan for the near future is that all state agencies will have access terminals. In addition, the State Library will work for more coordination between existing state agency libraries. There must be increased funding for the State Library to support state government in staff, materials, equipment, and database searching.

The impact of automating the card catalog, circulation, interlibrary loan, and acquisitions of the State Library will require many changes in the way that we do things. The days of the manual card catalog are dwindling. The manual circulation of library materials is also in its final days. Automating these functions will provide more accurate and timely information. Staff functions will change; procedures will have to be changed. The next two years will be challenging and exciting.

The State Library's current budget is forty percent (40%) federal funds. In the last three federal fiscal years, the North Dakota State Library has received less federal funds than in each of the previous federal fiscal years. This has occurred at the same time that the federal Library Services and Construction Act program funds have increased nationally. The federal funds continue to have more and more restrictive uses which mandate certain programs and "protects" them. State Library programs that are "unprotected" do not receive the State dollars needed to adequately support them. These "unprotected" programs include reference and interlibrary loan services to the schools, services to state government, and state government documents. These programs must have increased and stable funding in order to continue.

Library services to the blind and physically handicapped are currently funded by federal funds. With decreasing federal funding for three years, and an outlook of this continuing, these specialized services are in a financial "no growth" phase and in fact, are providing less services than in past years while demand continues to increase. What is needed is stabilized State funding to support the "talking book" program, funding to transfer the responsibility of the "talking book" machine lending agency to the State Library, and stable and adequate State funding to administratively and fiscally support Dakota Radio Information Services, Inc. (DRIS).

NORTH DAKOTA STATE LIBRARY

Department Status Report

Biennium 1987 - 1989

Account Description	Original Appropriation	Adjusted Amount	Biennium Expenditures	Balance
Salaries & Wages	$1,118,032	$1,173,008	$1,108,337	$ 64,671
Operating Expenses	787,462	991,498	928,577	62,920
Central Data Processing	8,369	8,369	8,369	-0-
Equipment	2,580	36,330	36,299	31
Grants	1,064,000	1,673,712	1,356,262	317,450
TOTAL	$2,980,443	$3,882,917	$3,437,845	$445,072
Revenues				
General Fund	$2,174,139	$2,156,732	$2,156,573	$ 159
Special Funds	6,304	6,304	6,304	-0-
Federal Funds	800,000	1,719,881	1,274,968	444,913
TOTAL	$2,980,443	$3,882,917	$3,437,845	$445,072

NORTH DAKOTA STATE LIBRARY

Expenditures: 7-1-87 to 6-30-89

	Fiscal Year 1988	Fiscal Year 1989	Biennial Total
Salaries & Wages (total)	$ 526,176	$582,162	$1,108,338
Operating Expenses			
Travel	22,310	11,078	33,388
Non-State Employee Travel	15,787	8,675	24,462
Motor Pool	3,155	8,534	11,689
Communications	23,644	15,660	39,304
Blind & Physically Handicapped	82,500	82,500	165,000
OCLC	22,510	33,594	56,104
Printing	12,411	6,138	18,549
Reference & Resource Materials	152,981	64,790	217,771
EasyLink	7,088	10,012	17,100
Postage	24,795	16,066	40,861
MINITEX	92,000	122,400	214,400
Audit	1,968	2,337	4,305
Supplies	31,841	13,038	44,879
Continuing Education Programs	6,548	10,532	17,080
Dues/Memberships	1,360	2,040	3,400
Repairs	2,083	1,974	4,057
Equipment Lease	7,261	8,967	16,228
SUB-TOTAL	$510,242	$418,335	$928,577
Central Data Processing	$ 5,036	$ 3,333	$ 8,369
Equipment	26,828	9,471	36,299
Institutional Grants	25,000	25,000	50,000
Library Grants	192,361	107,890	300,251
State Aid to Public Libraries	507,000	499,011	1,006,011
GRAND TOTAL	$1,792,643	$1,645,202	$3,437,845

LIBRARY SERVICES & CONSTRUCTION ACT (LSCA) GRANTS

1988 GRANTS

LSCA TITLE I

Institutional City		Project Title	
Grafton State School	3,000	Materials to meet clients' needs	Grafton
ND School for the Blind	4,000	Equipment, large print, Braille	Grand Forks

ND School for the Deaf	8,000	Increased access to materials	Devils Lake
ND State Industrial School	5,000	Computer equipment for Learning Center	Mandan
ND State Hospital -Patients' Libraries	5,000	Expansion of in-house library programming	Jamestown
Institutional Total	$25,000		

Other Title I Applications

Dakota Radio Information Service	$ 8,020	Support staff for DRIS	Bismarck
Dickinson Public Library	15,500	Demonstration of service to Stark County	Dickinson
Grand Forks Public Library	5,000	Adult literacy center	Grand Forks
Grand Forks Public Library	1,000	Workshops on toys for handicapped children	Grand Forks
Leach Public Library	6,000	Outreach demonstration service	Wahpeton
Lisbon Public Library	2,500	Library services to elderly	Lisbon
McLean-Mercer Regional Library	3,500	Computer for EasyLink access	Riverdale
North Dakota State Library	5,173	Professional development grants	Bismarck
Public Library Planning Committee	2,090	Study of public library issues	Grand Forks
Non-institutional Total	$48,783	Title I Institutional funds available:	$25,000
		Title I funds available	48,783

Title II

Ward County Public Library	$ 39,599	Addition of renovated space	Minot
Harvey Public Library	106,500	New construction	Harvey
Title II Total	$146,099		

Title III

UND Harley French Library	6,830	ND Interlibrary document delivery (NDIDD)	Grand Forks
NDLA N.D. Periodicals Index Project	5,000	Publishing centennial edition	Bismarck
North Dakota State Library	13,851	Core database for North Dakota automation	Bismarck
Title III Total	$25,681	Title III funds available	$25,681

1989 GRANTS

LSCA TITLE I

Institutional

Grafton State School	$ 3,000	Library enhancement for clients	Grafton
Jamestown State Hospital	5,000	Collection development	Jamestown
ND School for the Blind	4,100	Acquisition of low vision aids	Grand Forks
ND School for the Deaf	7,900	Collection development	Devils Lake
ND State Industrial School	5,000	Instructional video library	Mandan
Institutional Total	$25,000		

Other Title I Applications

Beulah Public Library	$ 3,500	Computer acquisition	Beulah
Clara Lincoln Phelan Memorial Library	3,500	Computer acquisition	Bowman
Dakota Radio Information Service	9,251	Volunteer Coordinator	Bismarck

Fargo Public Library	22,290	Statewide telephone reference	Fargo
Grand Forks Public Library	1,559	Microcomputer for toy library	Grand Forks
Lisbon Public Library	3,500	Computer acquisition	Lisbon
Mayville Public Library	3,500	Computer acquisition	Mayville
Title I Total	$47,100		

Title II

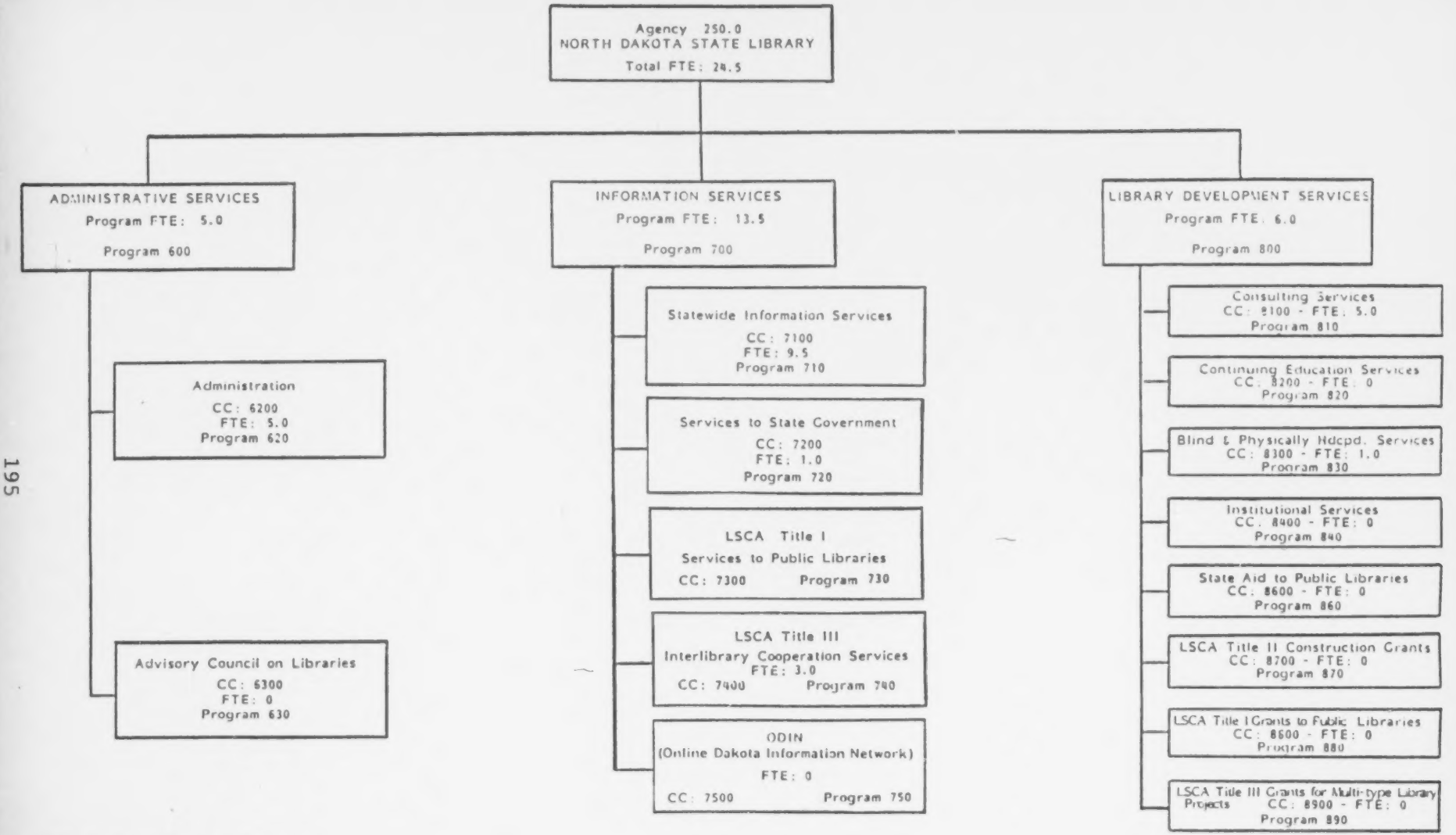
Bottineau County Library	$112,000	New construction	Bottineau
Cavalier Public Library	700	Design to conserve energy	Cavalier
Edna Ralston Library	11,000	Acquisition of existing building	Larimore
Grand Forks Public Library	31,154	Reinsulation of roof	Grand Forks
Harvey Public Library	18,000	Design to conserve energy	Harvey
New England Public Library	8,500	Acquisition of existing building	New England
Veterans Memorial Public Library	113,154	Alteration for meeting rooms	Bismarck
Title II Total	$294,508		

Title III

Divide Co. Public/Elementary Library	$ 8,495	Computer acquisition	Crosby
Fred J. Graham Library	4,400	EasyLink access	Ellendale
UND Harley French Library	8,728	FAX network	Grand Forks
New England Public Library	3,500	Computer acquisition	New England
Title III Total	$25,123		

CIRCULATION AND INTERLIBRARY LOAN REPORT

	1987-89	1985-87	(+/-)
Individuals	71,879	94,836	(25.2%)
School Libraries	67,661	62,397	8.4%
Public Libraries	56,866	46,389	22.6%
Academic/Special Libraries	13,963	16,453	(15.1%)
State Government/Institutions	31,777	10,247	210.1%
Total	242,146	230,322	5.1%
Walk-ins	35,987	28,278	27.3%
Photocopies	167,418	52,255	220.4%
Reference Questions	6,104	N/A	
Telephone Calls	21,614	17,190	25.7%



AGENCY CHART OF PROGRAMS

a-6-88/szl
Rev. 6-16-89

STATE OF NORTH DAKOTA

GRAFTON STATE SCHOOL
SAN HAVEN

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1987 - June 30, 1989

GRAFTON STATE SCHOOL

GRAFTON, NORTH DAKOTA 58237

(701) 352-2140

November 21, 1989

Mr. Dick Rayl
Director of Institutions
10th Floor - Capitol Building
Bismarck, ND 58505

Dear Mr. Rayl:

In accordance with North Dakota Century Code and in compliance with your request, I respectfully submit the biennial report for the Grafton State School and San Haven. The information herein covers the period July 1, 1987 through June 30, 1989.

I am pleased to report that our services have continued to improve. We are moving closer to our goal of planning services around the needs of the individual. Our services continue to carry a strong emphasis in normalization and integrated living and working environments. I am thankful to you and the Legislature for the assistance and funding provided.

Sincerely,

Henry C. Meece Jr.

Henry C. Meece, Ph.D.
Superintendent

hcm/bbl

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INTRODUCTION

Statutory responsibility of the Grafton State School is established in Section 25-05-01 of the North Dakota Century Code. This section states, "An institution for the mentally deficient shall be maintained at or near the city of Grafton in the County of Walsh." Section 24-04-02 states the purpose of Grafton State School as, "The State School shall be maintained for the relief, instruction, care and custody of the mentally deficient in this state. For this purpose the director may introduce and establish such trades and manual industries as in his judgment will best prepare the residents for future self-support." Since its inception in 1904, the Grafton State School has remained an integral component of state residential and program services for North Dakota citizens with mental retardation. The population of the institution has fluctuated over the years, rising to a population peak of 1,400 in 1965 and falling to a June 30, 1989, population of 248.

PURPOSE, MISSION & GOALS

During the biennium the Grafton State School continued to serve as one of several developmental disabilities providers, and was supervised by the Director of Institutions. Its role in the service delivery system was to join with the human service centers, other developmental disability providers, and the community at large in creating conditions under which all persons with developmental disabilities have experiences that include:

Presence and participation in community life,
Opportunities to develop and exercise competence,
Opportunities to make choices in the pursuit of a personal future, and
Respect and dignity.

Staff of Grafton State School participate in regional and statewide planning that ensures innovative continual learning throughout the service network. We further accept the responsibility to assure individuals with developmental disabilities receive uninterrupted essential services until the time a person no longer needs to depend on these services.

Grafton State School staff shares responsibility for decision making with the people served, as well as their families, friends, guardians, and advocates. We acknowledge the essential contribution of advocates who assist in assuring that we are consistently implementing our mission.

The mission of the Grafton State School is to provide specialized training in the areas of work, leisure, social relationships, and other life tasks in a barrier free environment. It serves people of all ages who have a developmental disability in order that they can exercise and achieve personal competence and master everyday life skills to enhance independence for community living.

In order to accomplish its mission, the Grafton State School commits to the principles and practices of: normalization, least restrictive alternatives, affirmation of individuals' rights, quality services, and the interdisciplinary service delivery model.

Staff of the Grafton State School strive to preserve commonly accepted patterns and conditions of everyday life for people with a developmental disability. We therefore seek to provide a normal rhythm of life that parallels that of other same aged peers who are not handicapped and who live in the community by observance of holidays and other special events; opportunity to take vacations; opportunity to obtain generic services such as shopping, banking, hair care and other cosmetology, health services, library, and recreation; opportunity to work or be trained in meaningful and individualized jobs or programs; and the opportunity to have a daily schedule which allows for flexibility and individual choice.

Staff of the Grafton State School recognize each individual as a person of a certain chronological age. We therefore promote, provide, or arrange for services for individuals that are appropriate with regard to age, size, and the compatibility of peer members. Clothing, evaluation and training materials, gifts, and living and working environments reflect that of same aged, nonhandicapped peers who live in the community.

The Grafton State School strives to provide intervention that is carried out with a minimum of limitation, intrusion, disruption, or departure from commonly accepted patterns of living through:

Integration of persons with nonhandicapped peers,
Recognition and promotion of personal autonomy,
Positive management of challenging behaviors,
Personal freedom from harm, and
Affirmation and protection of constitutional rights.

We further believe that all individuals with development disabilities can grow, develop, and make choices concerning their personal lives and futures.

Services and training provided at the Grafton State School are personalized and provided through the interdisciplinary team model. They are focused on life relevant skills including vocational training and opportunities for supportive employment or community integrated work; academics for persons of school age with integration into the public school system as possible; daily living skills training and activities to maximize each person's competence in self care tasks, domestic tasks, socialization skills, communication skills, and mobility skills.

The Grafton State School is committed to provide quality services as measured by standards set by the Accreditation Council on Services for people with Developmental Disabilities (ACDD) and Title XIX. Meeting their standards assures that people with developmental disabilities will achieve objectives specified in their individual habilitation plan; assures a safe and nonintrusive living and working environment; and recognizes each person for his or her autonomy, dignity, and right to a meaningful and fulfilling life. The Grafton State School's program evaluation methods focus on the accomplishment of its mission and gives the people we were and their families an active role and clear voice in the assessment of the services they receive.

The goals of the Grafton State School are based on the following five focus areas: benefits accrued to individuals served, program delivery through the service system, human resources, space and equipment, and relationships with other agencies in the service delivery system. The goals are as follows:

1. To provide living arrangements at the Grafton State School that are personal, age-appropriate, and barrier free to persons of all ages who have a developmental disability in order that they acquire maximal independence.

2. To provide an individualized habilitation plan for each person who resides at the Grafton State School in order that each person achieve his/her potential and exercise increasing responsibility for self management.

3. To provide meaningful and purposeful vocational opportunities to persons residing at the Grafton State School who are ages fourteen and older in order that they be integrated into the community work force.

4. To provide necessary accommodations for persons who reside at the Grafton State School in order that they use natural community resources and places, such as schools, health services, and personal services.

5. To utilize the human resources of the Grafton State School in the most efficient, effective manner possible in order to advance our mission.

6. To continue interagency collaboration which supports integration for all persons served within the state into least restrictive environments.

7. To provide adequate space, equipment, and fiscal resources at the Grafton State School in order that persons with developmental disabilities receive identified and needed services.

8. To provide for currently unmet needs of individuals and groups in North Dakota, in addition to people identified as "developmentally disabled," in order to continue to utilize current resources effectively.

PARENTS/GUARDIAN'S RELATIONSHIP WITH GRAFTON STATE SCHOOL

Parents/guardians of individuals who reside at the Grafton State School are requested to remain in frequent contact with the individual and the facility. They are invited to attend and participate in the annual individual habilitation plan meeting. They are asked to sign the necessary documents relating to services provided, sign documents for release of information for therapeutic purposes, etc. Social workers and QMRP's at the Grafton State School maintain close and frequent contacts with parents/guardians to keep them updated as to individual's progress, new developments, and any significant changes in programs or living arrangements.

THE INDIVIDUAL HABILITATION PLAN

An Individual Habilitation Plan (IHP) is an individualized training and/or educational program plan which is comprehensively completed by an interdisciplinary team and reviewed/updated annually. The term "habilitation" refers to the development of skills which enable the individual to: (1) Enhance their physical, intellectual, and social capabilities. (2) Develop an emotional level of maturity which is commensurate with social and intellectual ability. (3) Whenever possible, develop the necessary social and personal skills which will allow for successful return to contemporary society. (4) Live in a normalized residential environment which is perceived as one that supports the dignity of life (respect), the value of individual skill growth, and the recognition of individual differences.

Components of the IHP include individualized and measurable goals and objectives; identification of least restrictive alternatives in programs and residence; plans that are developmentally appropriate and address the individual's greatest priorities in treatment and programming. IHP's are written in understandable, descriptive terms and contain assignments of staff responsibility.

Each IHP is evaluated every 30 days for effectiveness by a qualified mental retardation professional. In addition, the team reviews the progress of the IHP at intervals established by the team.

THE UNIT CONCEPT OF SERVICE DELIVERY

Individuals who reside at the Grafton State School live in one of four living units. Direct care staff in each unit serve these individuals as trainers, and they are expected to meet these individuals needs on a 24 hour day-to-day basis. Direct care staff interact and have closer contact with these individuals than any other program area. This contact has the potential to effect the greatest amount of developmental change in the lives of these individuals, as trainers carry out most of the structured training programs and activities.

In each of the residential living units there is an interdisciplinary team, whose foremost responsibility is to formulate an IHP for each individual. An interdisciplinary team is comprised of staff members of a variety of professional disciplines and direct care staff who plan, help carry out and maintain programs provided for each individual based on their needs. Team members are responsible for integrating services and programs into a balanced vocational and residential plan.

RESIDENTIAL UNITS

Cedar Grove - 96 Title XIX Certified Beds
The primary training goal of Cedar Grove staff is to appropriately address both the primary and secondary handicaps of the men and women who live in the unit. Increasing independence through training objectives which focus on long-range vocational and employment goals is the primary emphasis. Self-help, communication and choice-making, and recreation and leisure skills training are also included in individually designed programs. Every

individual's program is assessed continuously by an interdisciplinary team who concentrate on adaptive equipment, creating a supportive and normal living and working environment, and providing training which measures that progress toward individual goals is relevant and realistic. Professional discipline staff and supervisory and direct care staff provide services to those living in the unit.

Maplewood - 96 Title XIX Certified Beds
Maplewood is home to adult men and women who need support in developing acceptable social skills and in modifying socially unacceptable behavior. Individuals receive training in many areas of which vocational, leisure skill acquisition and the activities of daily living are of high priority. General program goals range from vocational to self-help and sensory stimulation.

New Horizons - 62 Title XIX Certified Beds
New Horizons provides residential services to men, women, and children with developmental disabilities. All individuals receive residential and vocational training based upon their individual needs. School age individuals attend and receive educational programming through the Public Law 94-142 educational program. The primary emphasis of training in New Horizons is in the areas of fine motor, gross motor, self-help, socialization, behavioral management, and vocational training.

Health Services Center - 30 Title XIX Certified Beds
The Health Services Center serves people of all ages with varying levels of developmental and medical disabilities. The goal of the Health Services Center is to increase independence of individuals living there. Attaining or maintaining well-being are major focuses of training, as well as developing communication and fine and gross motor skills. Programs for training center on such things as sensory stimulation, self-help, socialization and recreation/leisure activities. Health Services Center also contains an eight-bed infirmary that serves acutely ill individuals from across the Grafton State School campus. The infirmary is staffed by registered nurses and licensed practical nurses 24 hours a day. Primary nursing care is delivered to each individual while residing in the infirmary, with the goal being regaining health.

ADDITIONAL SERVICES

Medical
Twenty-four hour-a-day medical coverage is provided by a medical staff comprised of physicians, certified physician assistants, and family nurse practitioners. These services are augmented by laboratory, x-ray, audiology, EEG, and EKG services. An infirmary and a chronic care unit are available for individuals served. Medical speciality consultants in the areas of neurology, family medicine, and orthopedics hold clinics on campus on a regular basis. Individuals are referred to local and regional specialists as needed for complete medical care.

Dental
Dental services are provided on campus by a staff dentist, dental assistant, and dental hygienist. Emphasis has been placed on the prevention of dental disease with automatic recall of individuals to the dental office

every four months or less. The dental staff continue with a more active role in the interdisciplinary process of service delivery with frequent visits to the individual's living area for personal assistance and training. Dental services, in conjunction with individuals' teams, plan and implement desensitization programs to aid the individuals in becoming comfortable with dental procedures with the goal of reducing the use of pre-dental sedation.

Nursing

The mission of Nursing Services is to provide comprehensive health care which is of high professional quality, individual driven, and functionally integrated with other services for persons of all ages who have a developmental disability, in order that the individual will attain, maintain, and/or regain physiological, psycho-social, and spiritual health. The major emphasis has been to work closely with the individual and other disciplines to provide holistic services. Nurses function on a team comprised of various professional disciplines that coordinate the individual's habilitation plan. This has been accomplished through establishing Health Care Coordinators who coordinate all professional health care services to the individuals residing at Grafton State School. Nursing Services has concentrated on training of direct contact staff in such areas of health and hygiene, infection control, identification of illness, and basic skills required to meet the health needs of the individual. Nursing has also concentrated on the health of employees, as well as the individuals who reside here, through a comprehensive Infection Control and Employee Health program.

Physical/Occupational Therapy

Physical and Occupational Therapy Services provide evaluation and direct/consultative treatment/training programs to assist individuals with developmental disabilities in achieving their highest level of function and quality of life. Physical Therapy Services also focus on inservice training, supplying/monitoring of braces, corrective shoes, wheelchairs, and other equipment, and provision of regular orthopedic and orthotic consultant clinics. The emphasis of Occupational Therapy Services focuses on the areas of daily life tasks, sensori-motor adaptation, perceptual/fine motor skills, vocational preparation, and dysphagia assessment and treatment. During this biennium, the PT/OT service delivery system evolved to the transdisciplinary model to provide continuation of services to individuals throughout their entire day. These service areas continued to provide field work experiences for students who are preparing to become physical therapists, occupational therapists, and occupational therapy assistants. PT/OT services sponsored a workshop with Dr. Josephine Moore, internationally known speaker, and Linda Kliebhan, PT, a highly respected professional in her field. This workshop was attended by approximately 110 participants from across the tri-state region.

Adaptive Equipment

The Adaptive Equipment Center provides customized seating and positioning services for individuals who require a wheelchair for support and mobility or who have significant orthopedic problems. The team approach is used to accurately identify the individual's needs and to provide the appropriate equipment to enhance independent function and quality of life. During this biennium, services provided by the Adaptive Equipment Center have expanded

to include provision of customized seating/positioning devices to individuals with developmental disabilities in the community, electronic adaptive equipment services, power mobility assessments, and computer accessibility assessments.

Pharmacy

The Grafton State School provides pharmaceutical services with a pharmacy department located in the facility. In addition to prescription services, the pharmacy department staff provides inservice training to direct care staff and professional and para-professional staff in the area of drug utilization. The pharmacy staff also provides medication consultation services for drug therapy, dosage, and administration information to staff physicians, physician extenders, and nursing staff. Individualized services are also provided at the living unit level, through the pharmacy participation in the IHP team, performing 30 day reviews for utilization of medical services and monitoring drug storage and security.

Audiology

The mission of the Department of Audiology is to provide quality audiological services including hearing evaluation, evaluation of the need for amplification, fitting of amplification devices, and consultation to persons of all ages who have developmental disabilities, in order that they may make optimum use of their hearing.

Nutrition

Nutrition Services provides optimum nutrition to all individuals who reside at Grafton State School, consistent with developmental level. The needs of each individual is determined and met through licensed registered dietitians completing an initial nutritional assessment and performing on-going monitoring. All meals, nourishments and/or supplements are delivered to the units as planned and prepared to comply with the therapeutic orders. Licensed registered dietitians are IHP team members for all units. Nutrition Services provides dining room service for staff, and fast-food service for the individuals who reside here and staff. Licensed registered dieticians present orientation classes and scheduled inservices on nutrition and sanitation. The licensed registered dieticians are also intricately involved in the dysphagia team, which examines the safest method of nutritional intake for individuals with dysphagia. Nutrition Services is an approved practicum site for NDSU and UND. Staff licensed registered dietitians have been appointed to the academic rank of Clinical instructors in the dietetic program.

Speech/Language Pathology

The Speech/Language Pathology Department provides diagnostic and therapeutic services to individuals on an ongoing basis. These services include: assessment for utilization of augmentative communications systems for individuals who are non-verbal, development of programs to increase verbal expression for individuals who use speech as their primary mode of communication, continued training for individuals who currently use sign language, picture communication boards or electronic devices as their primary mode of communication, and development of switch programs which will promote choice making skills. Speech/Language Pathologists are instrumental members of speciality teams such as the Dysphagia Team and the Low Vision Team. Inservice training of staff is an on-going responsibility of the department

to insure that individual communication responsibility of the department to insure that individual communication programs are understood and carried out by all persons involved with the individual on a day-to-day basis. Carry over of communication programs will insure that individuals will reach their maximum potential in the development of communication skills. Direct communication services are provided during the individual's daily routine to enhance the functional purposes of communication. Speech/Language Pathologists work with direct training staff and other discipline staff to ensure that integration of speech/language programs is occurring throughout the individual's day.

Psychology

Services from this department are focused primarily on influencing the individuals who reside here, staff, individual habilitation teams, and agency policies towards developing the most effective, efficient methods to achieve learning. These services are provided to those people served by the Grafton State School both in-residence and in the community. Members of the department conduct evaluation of social, emotional, intellectual, and motivational aspects of individuals and of the settings in which they live.

Action to induce change may take a broad range of forms, including direct, indirect, consultative, and research services. Position, non-intrusive approaches to behavior change successfully serve as the core set of applied behavior analysis techniques. It is recognized that inappropriate behavior is an attempt to communicate, thus understanding that communication is of utmost importance in the process of changing or stopping the behavior. Direct services include therapy strategies, staff education, or specialized staff training. Indirect services involve leading teams through the design of specialized behavior management programs, learning/medication co-treatment plans, or technically detailed skill acquisition programs.

Social Services

The mission of the Social Work Department is to provide social work case management to all individuals who reside at the Grafton State School. The focus of the Social Work Department is to improve communication and relationships between the parents, families, guardians, and all other agencies concerned with the welfare of the individual. They are responsible to write social histories, update them on a regular basis, and be closely associated with the IHP teams development of social enhancement and social skill development programs for all individuals. They are particularly interested in individual interaction processes. They are available to discuss with family/guardian/relatives, any issues of concern relating to the individual's social progress.

Religion

Religion services provide a spiritual life program for all individuals residing at Grafton State School. Daily religion classes are conducted. Worship services are held weekly. Baptisms, confirmations, and funeral services are also provided. Baptisms, confirmations, and funeral services are also provided. Individuals receive pastoral care while in the hospital. Family communication and other arrangements upon the death of an individual residing at Grafton State School is the responsibility of this service area.

The religion department is also expanding its services to be a resource center for group homes, sheltered workshops, and congregations in meeting the Spiritual needs of people in community settings. This emphasis upon helping churches as they seek to minister to people in their community is designed to foster an atmosphere of involvement at many levels of congregational and community live.

Recreation

The main goal of these programs is to assist individuals in reaching maximum levels of independence and, ultimately, the opportunity to successfully transfer from the facility to the community. In a cooperative effort to provide quality leisure/recreation programs Therapeutic Recreation and Adaptive Physical Education disciplines are integrated to offer the following services:

-- opportunities for recreative experiences;
-- activities to treat, change or intervene in the effects of illness and disability;
-- enhance the therapeutic effects of the recreational experience;
-- eliminate leisure barriers, support leisure skills and attitudes, and enable independent leisure functioning and intrinsically meaningful recreative experiences;
-- provide individually centered programs to concentrate on participation;
-- assist in the development of recreation skills that are functional, age-appropriate, and reflective of activity programs offered in the community;
-- remove barriers and provide opportunities to interact with persons of both sexes, and nonhandicapped individuals;
-- promote individual interests through choice making.

Community Placement

All individuals are reviewed for the appropriateness of community placement at least once per year at the IHP team meeting. The IHP team refers its recommendations to the Community Placement Director, who acts as a liaison between the IHP team and the regional development disabilities program administrators and case mangers in developing placement options. As placement options develop, the social worker becomes closely involved with the individual, his/her family, and staff in carrying out the placement recommendations. All steps are taken to assure that the individual and his/her guardian and family is involved in the planning process, that the individual is prepared for the new environment, and that the community program will meet the individual's need.

Volunteers

Volunteer Services provide auxiliary services to all residential units and service delivery departments at the Grafton State School. All volunteers are registered, trained, scheduled, and placed through this department. Volunteers assist the Grafton State School staff and individuals in a wide range of normalized, community oriented activities established to enhance the quality of life for all persons involved.

Education (P.L. 94-142)

Special education and related services are provided to all individuals age 21 and under. The goal is to provide all education services in an integrated setting. An Integration Task Force is working toward this goal. A number of students do attend public school on a full-time basis with integration into regular public school classrooms for specific activities.

The majority of school age students receive education services from the Collette Education Unit. The program provides individualized educational programming in several areas including cognition, socialization, gross motor, fine motor, self-help, communication, vocational, domestic, computer, and community skills. Special education programs are also provided on a home bound basis for individuals with acute medical needs.

Dakota Enterprises

Dakota Enterprises employs over two hundred individuals who reside at the Grafton State School. The goal is to provide quality work experience for these individuals. To meet that goal, individuals are trained to provide services and products that people want and/or need. Some of these services include large and small contract work, custom work by the individual piece, manufacture of novelty items such as pins and buttons, fishing tackle, ceramics and plaster products, finished hard and soft wood items, packaging or assembly and a greenhouse which provides plants for interiors or gardens. In addition, Dakota Enterprises operates an aluminum recycling center. Mobile work crews are available to do a wide range of work for the community, including cleaning for local businesses, yard cleaning and maintenance, and snow removal. Dakota Enterprises operates its own retail store, which sells the various products made in the vocational training center.

Foster Grandparent Program

Foster grandparents are primarily available to individuals 21 years of age and younger. The program has a dual purpose of being therapeutically beneficial to elderly volunteers and to the individuals served. Foster grandparents serve 20 hours a week, whereby they provide emotional support and companionship to two or more individuals.

Protection & Advocacy Project

The purpose of the Protection and Advocacy Project (P&A) is to assure that persons with developmental disabilities have access to the treatment, services, and habilitation needed to ensure the protection of their legal and human rights. The project has the authority to pursue administrative, legal and other appropriate remedies to assert these rights. Protection and Advocacy has an office at the Grafton State School so that those living at the institution have ready access to their services. However, the project is under the authority of the State P&A Office.

INDIRECT SERVICES

Quality Circles Program

Quality Circle groups are comprised of Grafton State School employees who perform similar work and who meet regularly to apply Quality Circle techniques to identify, analyze, and recommend solutions to work area problems. This program is of primary importance to the organization's philosophy of

participative management, as it provides a forum for employees to impact on the problems affecting their work areas.

Public Information Program

The Public Information Program provides communication and community relations support to all training and support services provided at the institution. Goals of the program are to increase community awareness of the goals of the Grafton State School and the capabilities of the people who live at the institution, support internal communication at all levels of the organization and support and promote community integration efforts.

Administrative Support Services

An institution may be equated to a small community which requires many different environments and provides for the health care, human and basic support services required of its citizens.

Plant services provides the utilities to all the buildings, including distributing electricity and providing steam for heating and laundry from the centralized powerhouse. Includes as a part of plant services is maintenance personnel (plumbers, electricians, painters, carpenters, grounds maintenance, and vehicle maintenance) who provide the necessary repairs and facility upkeep.

The laundry service provides for the daily cleaning of individuals' personal clothing and related household linen items. The custodial department provides the campus with janitorial services.

Business administration services involve the record maintenance of individual accounts, purchasing of supplies and materials, paying of expenses, payroll, and accounting of all equipment and other inventoried items. Also included is a 24 hour, seven day a week telephone answering service.

The safety office provides a 24 hour service, seven days a week for the entire campus. Duties of this office include safety inspections, search and rescue coordination, disaster planning, and overall campus security.

Quality Assurance Services

Standards Compliance, Staff Development, and Central Records are departments functioning within the Quality Assurance area. Staff Development provides opportunities for skill enhancement. Meeting requirements of federal, state, and local programs such as Medicaid (Title XIX) and assuring compliance with internal policies and procedures is the responsibility of Standards Compliance. Central Records functions as a nucleus of receiving and/or generating informational documents vital for maintaining services. The overall mission of this division is to assist other departments in assuring that the services of the State Developmental Center meet the needs of the individuals served in the best possible manner.

Personnel Services

Personnel focuses its attention on the primary areas of personnel services and personnel management. The division is dedicated to recruiting and hiring qualified staff and is active in most areas of employee work including pay administration, employee performance, policy, records, job benefits, and employee assistance.

SAN HAVEN

North Dakota Century Code Section 25-04-01 states:

> "There shall be maintained near Dunseith, in the county of Rollette, a division of Grafton State School which shall be known as San Haven."

San Haven was originally created as a tuberculosis sanatorium in 1911. The first person with mental retardation to enter the facility was admitted in 1959. In 1973, San Haven became a part of the Grafton State School as a result of legislative action. When supervision of San Haven went under the Grafton State School's superintendent, its mission became the same as the Grafton State School. San Haven remained in existence for persons who were developmentally disabled only six months of this biennium. On December 31, 1987, its doors were closed, as all clients had either been placed into communities or returned to the Grafton State School.

MAJOR CHANGES DURING BIENNIUM

1. Population of individuals residing at Grafton State School/San Haven was reduced from 715 to 437.

2. During this biennium the need for the Prairieview residential unit no longer existed, because of population reduction. Thus, this building was eliminated for residential living and became occupied by other state and private agencies needing space and offices.

3. The number of staff was also reduced during this biennium. There were 144 temporary positions eliminated, and 147 FTE's. This reduction of staff occurred through attrition rather than a "lay off."

4. The Grafton State School installed an IBM System 36 (mini) computer during the biennium. The system has the capacity to handle up to 72 devices--at present there are 43 terminals and 21 printers on-line. The System 36 is primarily used for word processing, client data base (includes IHP's), vital statistics, census information, business functions, etc.

5. San Haven was closed for services to developmentally disabled individuals on December 31, 1987.

6. In January 1989, Sunset Hall Vocational Center was reorganized and renamed Dakota Enterprises. The primary focus of this reorganization was to make Sunset Hall a business-oriented subdivision of the Grafton State School, while providing the best possible work environment for the persons who live here. During this time, a chief executive officer was hired to oversee Dakota Enterprises, and the Production & Manufacturing Department and Supported Employment Department were created.

   Prior to this reorganization, individuals were assigned to classrooms in their family groups, which were arranged by units in which they lived. Since this arrangement did not work well, each individual's

program was scrutinized by IHP teams and vocational training staff to determine what types of work each individual would be most suited to, by looking at his/her vocational strengths, needs, and interests; as well as long and short range training goals. They were then reassigned to work areas which more appropriately fit their needs.

The mission of Dakota Enterprises is to provide productive and meaningful work and training for all individuals. Services provided for the community are: work contracts, custom work for businesses, packaging or assembling, work crews to do cleaning for local business, yard cleaning and maintenance and snow removal. These individuals also manufacture novelty items such as pins, buttons, fishing tackle, ceramics and plaster products, hard and soft wood items, etc., which are sold to the public. They also maintain a greenhouse where indoor and outdoor plants are grown and sold. They have an aluminum recycling center, do on campus mail delivery, and have an on campus custodial work crew.

Dakota Enterprises operates its own gift shop which sells the various products made in the vocational training center. The object is to teach individuals who work there social skills, and to provide a retail outlet for Dakota's products.

Each individual is paid a wage for the work he or she does. As of June 30, 1989, Dakota Enterprises had 114 individuals on the vocational payroll, 46 on the state payroll, and 141 on the production projects payroll. Production projects payroll funds are generated by Dakota Enterprises, and some individuals are on more than one payroll. As of June 30, 1989, 215 individuals were served by Dakota Enterprises.

7. In May 1989, Grafton State School was surveyed by the Accreditation Council on Services for Persons with Developmental Disabilities (ACDD) review team. Nationally, this surveying process is known to be one of the most extensive and thorough reviews of services for persons who are developmentally disabled. Any facility that achieves a passing score using the guidelines established by ACDD is recognized to be providing excellent services. The main task of the survey team is to evaluate the extent to which the individuals who are developmentally disabled are given an opportunity to live their lives as individuals with choices. With the individual as the primary focal point of their survey, the review team evaluates facility policies and procedures, the physical plant, ancillary support services, and community resources.

Needing at least 75 percent compliance with the 611 standards, Grafton State School tallied a final score of 86.6 percent; one of the top scores ever awarded to an institution. Accreditation was awarded for a two-year period. An intense, well-coordinated effort on the part of all Grafton State School staff made the accreditation possible! We are currently receiving requests for our Quality Assurance, IHP Process, and Policy & Procedures manuals, from facilities in Arkansas, Tennessee, and Washington.

Commendations from the Survey Team were as follows:

1. Values: The Grafton State School was commended for its commitment to the values espoused by the standards. We were told staff and administration embraced not only the letter of the standards, but their intent as well. The survey team said it was evident that staff had genuine respect and concern for the individual they trained, and allowed for the greatest degree of personal autonomy possible. They said staff encouraged individual independence and implemented training to assist people to learn new skills.

2. Adaptive Equipment: The survey team said the agency's vigorous effort in providing adaptive equipment to individuals with physical disabilities or communication need was commendable. They said the Adaptive Equipment Center provides a myriad of adaptive devices including customized wheelchairs and numerous switches that provided many individuals with severe disabilities an opportunity to be productive workers.

3. Assessments: They said that assessments/evaluations reviewed were comprehensive, functional, and relevant to individual needs. The Grafton State School teams combined the use of standardized methods and their own assessment tools to provide information pertaining to all aspects of the individual's life.

4. Administrative Support Services: The surveyors said the agency's policies and procedures, and mission statement, provide a strong support to its services. Policies and procedures were relevant to agency practices and guided personnel in their day-to-day work.

5. Vocational Training and Work Opportunities: They commended the Grafton State School for its commitment to providing employment options to the individuals it serves, most of whom had very challenging behaviors or severe disabilities. They said the agency cultivated strong ties with the local business community by establishing supported employment opportunities to individuals.

6. Agency Evaluation: Surveyors said the Grafton State School effectively identified service areas to be evaluated based on the needs of the individuals served. When problem areas within the agency were identified, management goals and objectives were established to rectify the presenting problem. In addition, gaps in the service delivery system identified by the agency evaluation process were brought to the attention of the relevant officials within the North Dakota system.

Recommendations from the Survey Team were:

1. Rights: Surveyors said the Grafton State School needs to explore new methods of staff deployment and training strategies, to train and support individuals in the exercising of rights. Such

changes could safeguard individuals' well-being, and ensure that their actions would not infringe upon the rights of others.

2. Habilitation Planning: IHP teams were urged to expand their use of conference calls/speaker phones in an effort to obtain fuller team participation. Teams are also encouraged to continue their refinement of individuals' goals to provide more direction to the plan.

3. Behavior Management: Teams were recommended to acquire more data related to individuals' maladaptive behaviors before developing behavior management programs, or deciding against programming to address behavior.

8. Residential Living:

During this biennium, the establishment of a Qualified Mental Retardation Professional (QMRP) ratio of one to every 24 individuals, was reduced to a ratio of one to 8 in October 1988. These are the staff members who conduct IHP's and assure necessary individual services are delivered. This was one of the most individual centered actions implemented during the biennium. As a direct result of the implementation of the reduced caseloads, consistency and quality of services provided to the individual as well as to their guardians and family members, has improved significantly. By bringing the professional closer to the individual in this manner, QMRP's have been able to get to know the individual on a personal level, which has provided a strong foundation for the development of individualized goals and objectives, enhanced individual lives through the pursuit of the least restrictive alternatives in programs and residences, and has facilitated the evolution of plans that are developmentally appropriate, addressing each individual's unique needs for training and treatment throughout their entire day. Follow through in the implementation of training programs and delivery of services by QMRP's has assured that each individual's daily needs are met and revisions are made when applicable or necessary. The creation of individualized living environments under the direction of the QMRP's with personalized bedroom furniture and other possessions has added comfort to the lives of the individual.

Closer relationships between the individual and their family members/guardians as well as between the family members/guardians and the facility, have resulted from the reduced ratio of individuals to QMRP's. As advocates for the individuals, QMRP's have become more closely involved with family members and guardians, encouraging them to become more intimately acquainted with the individual to the degree necessary to make informed decisions regarding training programs, treatment strategies, and community placement recommendations.

Another direct effect of moving the professional closer to the individual is the improved morale of the direct training technicians. With the QMRP's working along side the DTT's, the lines of communication have opened up between supervisor and staff members, as they

pertain to individual training programs and have become clearer regarding personnel issues.

Another accomplishment during this biennium in resident living was the unlocking of doors in a few of the living areas. Individuals in these living areas are enjoying the new freedom.

In general, individuals served have enjoyed a greater amount of freedom this biennium, to enhance their independent skill acquisition. They are free to come and go to activities and programs based on individual need and capability. They have gone on more community outings and activities, so they can more easily transition into permanent community living when available. This increased freedom and independence has provided individuals more opportunities for choice-making, for skill development, and for realization of innumerable resources available to them in a community setting.

GRAFTON STATE SCHOOL
SAN HAVEN STATE HOSPITAL
STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE
FOR THE BIENNIUM ENDED JUNE 30, 1989

REVENUE:		
GENERAL FUND APPROPRIATIONS		$ 5,720,692
TITLE XIX		48,924,715
CARE & TREATMENT - BUREAU OF INDIAN AFFAIRS		0
CARE & TREATMENT - OTHER		1,436,041
SPECIAL APPROPRIATIONS		0
MISCELLANEOUS		402,423
TOTAL REVENUE		$ 56,483,871
EXPENDITURES:		
SALARIES		$ 42,966,300
FEES AND SERVICES		
DATA PROCESSING	$ 11,618	
TRAVEL	315,763	
UTILITIES	1,659,833	
RENTAL	330,816	
COMMUNICATION	241,226	
REPAIRS	423,897	
PROFESSIONAL	770,341	
MISCELLANEOUS	660,010	
TOTAL FEES AND SERVICES		$ 4,413,504
SUPPLIES AND MATERIALS		
PRINTING, OFFICE SUPPLIES	$ 427,006	
FOOD SUPPLIES	1,061,480	
CLOTHING AND DRY GOODS	569,241	
MEDICAL SUPPLIES	534,285	
KITCHEN AND LAUNDRY	0	
HARDWARE AND BUILDING	697,239	
PETROLEUM AND FUEL	0	
OTHER SUPPLIES	389,386	
TOTAL SUPPLIES AND MATERIALS		$ 3,678,637
EQUIPMENT		$ 325,309
SPECIAL PROJECTS		1,491,006
TOTAL EXPENDITURES		52,874,756
REVENUE OVER (UNDER) EXPENDITURES		3,069,115
TRANSFERS IN (OUT) -- SAN HAVEN CLOSING		1,140,251
BEGINNING FUND CASH BALANCE		4,311,660
ENDING FUND CASH BALANCE		$ 9,061,026

RESIDENT COST OF CARE:
JULY 1, 1988 -- $207.67
JULY 1, 1989 -- $235.83

GRAFTON STATE SCHOOL
PROGRAM EXPENDITURE REPORT
FOR THE BIENNIUM ENDED JUNE 30, 1989

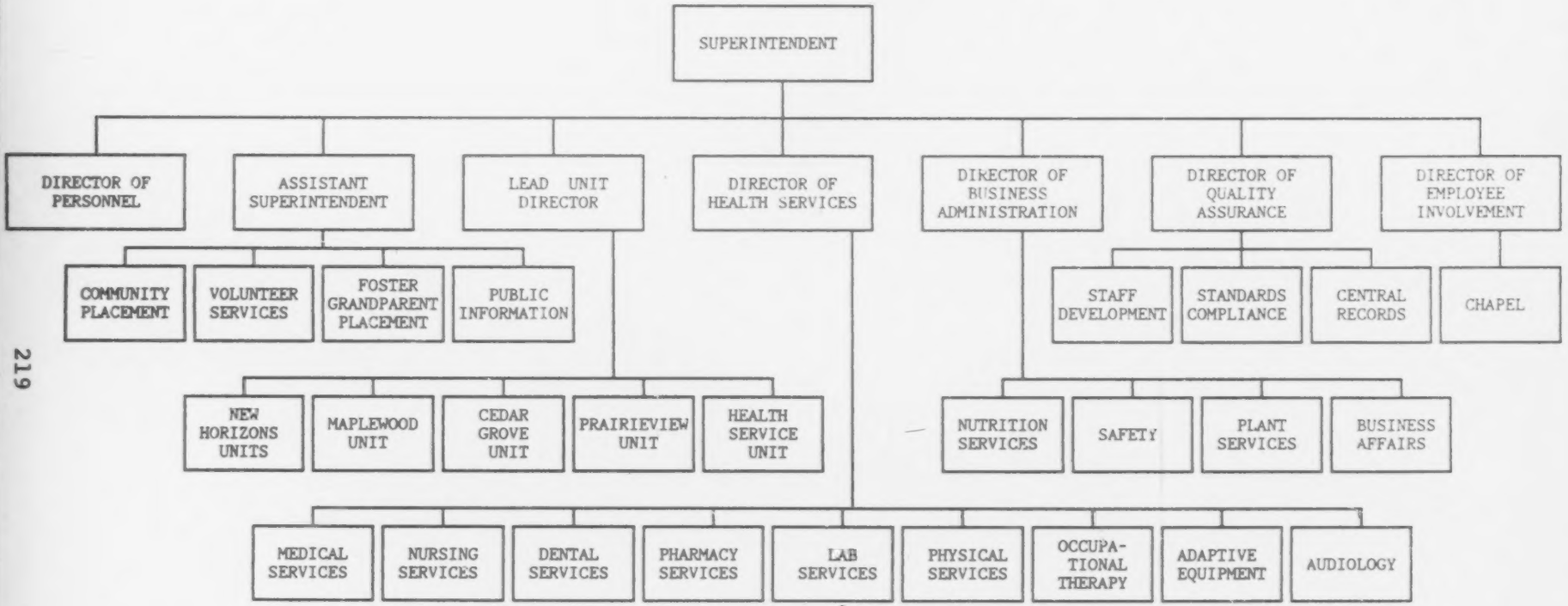
DEPT. 310	MEDICAL SERVICES	SPECIAL PROJECTS	AUXILIARY SERVICES	ADMINISTRATI SERVICES	RESIDENT LIVING	RESIDENT EDUCATION	RESIDENT SERVICES	TOTAL
SALARIES	$7,466,573	$0	$6,188,830	$3,000,459	$24,639,746	$1,122,855	$547,837	$42,966,300
OPERATING EXPENSES	$468,081	$0	$250,904	$3,571,257	$96,406	$15,975	$10,881	$4,413,504
SUPPLIES AND MATERIALS	$614,374	$0	$1,274,885	$1,540,526	$220,640	$22,769	$5,443	$3,678,637
EQUIPMENT	$54,619	$0	$83,698	$118,476	$52,913	$7,301	$8,302	$325,309
*CAPITAL IMPROVEMENTS	$0	$1,491,006	$0	$0	$0	$0	$0	$1,491,006
TOTAL EXPENDITURES	$8.603,647	$1,491,006	$7,798,317	$8,230,718	$25,009,705	$1,168,900	$572,463	$52,874,756

*The major expenditures in this category were bond payments from the previous biennium. Other projects included the installation of a 750 ton central cooling system, re-roofing several buildings on campus, resurfacing the parking lots and bike path, enclosing the Ash Tower, and updating our gas boilers.

POPULATION MOVEMENT
FOR THE YEAR BEGINNING JULY 1, 1987 AND ENDING JUNE 30, 1988

	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Clients in the Institution at the beginning of the year	181	153	334			
Clients on vacation	196	185	381			
TOTAL CLIENTS ON BOOKS AT THE BEGINNING OF THE YEAR				377	338	715
ADMISSIONS:						
First Admissions including Evaluation Service Admissions	4	4	8			
Re-Admissions and returns from San Haven	24	17	41			
TOTAL ADMISSIONS				28	21	49
SEPARATIONS DURING THE YEAR:						
Discharged direct from the Institution - Inc. E.S.	2	1	3			
Discharged while on leave	91	110	201			
Deaths in the Institution	3	3	6			
Deaths while on leave	4	1	5			
Transfers to other Public Institutions for the mentally retarded in the same system (San Haven)						
TOTAL SEPARATIONS				100	115	215
CLIENTS ON BOOKS AT THE END OF THE YEAR:				305	244	549
Clients on Placement at the end of the year (Hostel)	127	106	233			
Clients home on vacation and extended vacation	0	1	1			
Clients at the Jamestown State Hospital for treatment	0	0	0			
Total on leave at the end of the year				127	107	234
Total population in the Institution at the end of the year				178	137	315
TOTAL POPULATION ON INSTITUTION BOOKS AT THE END OF THE YEAR				305	244	549

POPULATION MOVEMENT
FOR THE YEAR BEGINNING JULY 1, 1988 AND ENDING JUNE 30, 1989

	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Clients in the Institution at the beginning of the year	178	137	315			
Clients on vacation	127	107	234			
TOTAL CLIENTS ON BOOKS AT THE BEGINNING OF THE YEAR				305	224	549
ADMISSIONS:						
First Admissions including Evaluation Service Admissions	4	1	5			
Re-Admissions and returns from San Haven	0	0	0			
TOTAL ADMISSIONS				4	1	5
SEPARATIONS DURING THE YEAR:						
Discharged direct from the Institution - Inc. E.S.	2	1	3			
Discharged while on leave	58	45	103			
Deaths in the Institution	8	2	10			
Deaths while on leave	1	0	1			
Transfers to other Public Institutions for the mentally retarded in the same system (San Haven)						
TOTAL SEPARATIONS				69	48	117
CLIENTS ON BOOKS AT THE END OF THE YEAR:				240	197	437
Clients on Placement at the end of the year (Hostel)	97	88	185			
Clients home on vacation and extended vacation	2	0	2			
Clients at the Jamestown State Hospital for treatment	0	0	0			
Total on leave at the end of the year				99	88	187
Total population in the Institution at the end of the year				141	109	250
TOTAL POPULATION ON INSTITUTION BOOKS AT THE END OF THE YEAR				240	197	437

GRAFTON STATE SCHOOL ORGANIZATIONAL CHART